



Wednesday, 5 February 2020

Dear Sir/Madam

A meeting of the Finance and Resources Committee will be held on Thursday, 13 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 J Carr (Vice-Chair)	P Roberts-Thomson
	E Cubley	M Radulovic MBE
	S Easom	P Lally
	D A Elliott	E Kerry
	G Marshall (Chair)	B C Carr
	P J Owen	E Williamson
	P D Simpson	

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 - 6)

To approve the minutes of the previous meeting held on 9 January 2020.

4. REFERENCES

4.1 Jobs and Economy Committee

(Pages 7 - 10)

The Committee were updated of the Broxtowe Business Start-Up Grant scheme along with a new proposed grant scheme for Broxtowe businesses. It was proposed that a budget of £15,000 be established from 1 April 2020 to meet the cost of the new Broxtowe Business Start-Up Grant scheme.

1. **RESOLVED** that the new Broxtowe Business Start-Up Grant scheme as set out in the appendix be approved.
2. **RECOMMENDED** to the Finance and Resources Committee that the inclusion of £15,000 in the 2020/21 budget for the new Broxtowe Business Start-Up Grant scheme be approved.

5. BUDGET PROPOSALS AND ASSOCIATED STRATEGIES

To recommend to Council the capital and revenue budget proposals together with the capital strategy, prudential indicators, treasury management strategy, investment strategy and general fund medium term financial strategy and to approve the business plans. This report is circulated separately with the agenda.

6. GRANT AID REQUESTS - CANALSIDE HERITAGE CENTRE

(Pages 11 - 16)

To consider requests for revenue and capital grant aid in accordance with the provisions of the Council's grant aid policy.

7. GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS, CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORTS, THE ARTS AND DISABILITY MATTERS 2019/20

(Pages 17 - 28)

To consider requests for grant aid in accordance with the provisions of the Council's Grant Aid Policy.

8. GRANT AID REQUESTS FROM PARISH AND TOWN COUNCILS (Pages 29 - 34)
- To consider requests for grant assistance in accordance with the protocol for the consideration of grant aid to parish and town councils.
9. COUNCIL TAX EMPTY PROPERTY LEVY (Pages 35 - 36)
- To request that the Finance and Resource Committee approve the alterations of council tax levied on properties in the Borough of Broxtowe which have been vacant for a period of two years or more. This links to the new Corporate Plan priority Housing: Good quality homes for everyone.
10. BUSINESS PLANS 2020/21 - 2022/23 (Pages 37 - 116)
- To consider the proposals for business plans, detailed revenue budget estimates for 2020/21, capital programme for 2020/21 to 2022/23 and proposed fees and charges for 2020/21 in respect of the Council's priority areas.
11. GDPR TELEPHONE MESSAGE (Pages 117 - 120)
- To inform the committee of the legal requirement to include a statement regarding how the Council will handle personal data under the General Data Protection Regulation, which is included when calling the Council's main switchboard.
12. CAR PARK CHARGES
- A report will be distributed with regard to changes to car park charges prior to a recommendation to Full Council as part of the 2020/21 budget process.
13. WORK PROGRAMME (Pages 121 - 122)
- To consider items for inclusion in the Work Programme for future meetings.

14. EXCLUSION OF PUBLIC AND PRESS

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

15. REVENUES AND BENEFITS SOFTWARE (Pages 123 - 126)

16. IRRECOVERABLE ARREARS (Pages 127 - 134)

FINANCE AND RESOURCES COMMITTEE

THURSDAY, 9 JANUARY 2020

Present: Councillor G Marshall, Chair

Councillors: B C Carr
S J Carr
E Cubley
S Easom
D A Elliott
E Kerry
P J Owen
P Roberts-Thomson
M Radulovic MBE
P D Simpson
H E Skinner (Substitute)
E Williamson

An apology for absence was received from Councillor P Lally.

37 MINUTES

The minutes were confirmed and signed as a correct record.

38 DECLARATIONS OF INTEREST

Councillor M Radulovic MBE declared a pecuniary interest in item 6 as a Trustee of Eastwood People's Initiative, minute number 41 refers, and also a non-pecuniary interest in item 6 having given presentations to Moorgreen Colts Football Club, item 41 refers.

39 CAPITAL PROGRAMME 2019/20 UPDATE

The Committee was updated on the expenditure incurred in 2019/20. The Committee requested further information on the current status of the free town centre WIFI projects and the Walker Street Transport Feasibility Study. It was noted that written responses to these enquiries would be provided to the Committee.

RESOLVED that the capital budget variations for 2019/20 as set out in appendix 3 of the report be approved.

40 GRANT AID REQUEST REQUEST - TRENT VALE COMMUNITY SPORTS ASSOCIATION AND BEESTON FOOTBALL CLUB

The Committee considered the request for capital grant aid in accordance with the provisions of the Council's Grant Aid Policy. Trent Vale Community Sports Association had requested grant aid from the Council of £10,000 towards the renovation of its site at the Plessey Sports Ground.

RESOLVED that £10,000 be awarded to the Trent Vale Community Sports Association and Beeston Football Club.

41 GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS , CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORTS, THE ARTS AND DISABILITY MATTERS 2019/20

The Committee considered requests for grant aid in accordance with the provisions of the Council's Grant Aid Policy and noted the grants awarded under delegated authority in addition to the progress made relating to Broxtowe Lotto. Concern was raised over the Trent ARCH project and the lack of organisational information that had been provided to the Council.

RESOLVED that the applications be dealt with as follows:

Eastwood People's Initiative	2,500
Chilwell Community Association	3,150
Toton Coronation Hall Community Association	7,000
Moorgreen Colts Football Club	500
2nd Beeston Sea Scouts	1,750
2nd Kimberley Scout Group	7,000
5th Stapleford Scout Group	4,500
The Friends of Bennerley Viaduct	360
Trent ARCH Project	6,000

(Having declared a pecuniary interest in the item Councillor M Radulovic MBE left the room before discussion or voting thereon.)

42 TREASURY MANAGEMENT AND PRUDENTIAL 2019/20 - MID YEAR REPORT TO 30 NOVEMBER 2019

Members noted the Treasury Management activity and the actual prudential indicators for 2019/20 up to 30 November 2019.

43 COUNCIL TAX BASE 2020/21

The Committee noted the proposed Council Tax Base for 2020/21. The 2020/21 Council Tax Base was calculated in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012.

RESOLVED that based on the number of band D equivalent properties and in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, Broxtowe Borough Council calculates its Council Tax Base for the year 2020/21 as follows:

1. For the whole of its area 34,039.14.
2. In respect of Parish Precepts and Special Expenses for those parts of its area mentioned in the table below, the amounts specified therein –

<u>Part of Council's Area</u>	<u>Area Council Tax Base</u>
Awsworth	616.53
Brinsley	698.38
Cossall	208.36
Eastwood	2,850.82
Greasley	3,691.70
Kimberley	1,830.74
Nuthall	2,267.06
Stapleford	4,142.08
Strelley	175.25
Trowell	821.45

Special Expenses Area

Beeston Area	16,736.77
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44 LOCAL COUNCIL TAX SUPPORT SCHEME 2020/21

The Committee noted the for arrangements to operate in 2020/21 in respect of the Local Council Tax Support Scheme.

RECOMMENDED to Council that the current LCTSS remains in place for 2020/21.

45 BUDGET CONSULTATION

The Committee noted the results of the 2020/21 budget consultation exercise that took place during October and November 2019. Concern was raised that the number of responses to the consultation were low and the number of responses had reduced from those received in the 2019/20 consultation.

RESOLVED to respond to the budget consultation as set out by the corporate priorities.

46 BUSINESS STRATEGY

The Committee considered the Business Strategy 2020/21. Members raised concern that the 1 hour free parking in town centre carparks was being removed and replaced with an additional 20p per hour parking.

RESOLVED that the Business Strategy 2020/21 as set out in the appendix be approved.

47 ONE HUNDRED EVENTS IN 2020

The Committee considered a budget allocation of £5,000 to meet the cost of producing and distributing an events guide to residents and businesses in the Borough. The programme will bring together existing events which take place as part of the Borough's event programme such as Play Days, Remembrance Services and Christmas Lights Switch ons.

RESOLVED that a One Hundred Events in 2020 publicity programme be produced at an estimate cost of £5,000 to be funded from the Council's General Fund balances.

48 BRAMCOTE AND STAPLEFORD COMMUNITY HUB

The Committee were updated on the progress made on the proposal to create a community hub building with toilets and catering facilities in Bramcote Hills Park. The Committee noted that the Council would not become liable to maintain the building should the charity cease to continue trading during its lease agreement.

RESOLVED to grant the Bramcote and Stapleford Community Hub Charity a 28 year lease for an area of land on Bramcote Hills Park on which to build a community hub building subject to the detail of the lease and heads of terms being delegated to the Principal Solicitor and Estates Manager.

49 PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN PROGRESS - SUPPORT SERVICE AREAS

The Committee noted the progress against outcome targets identified in the Business Plans for support services areas, linked to Corporate Plan priorities and objectives. It was noted that sickness absence levels had increased. The Committee requested that this data be split into short and long term absences when reported in the future.

50 WORK PROGRAMME

The Committee considered the Work Programme. It was agreed that a report on GDPR statement issued over the telephone to customers be added to the work programme.

RESOLVED that the Work Programme, as amended, be approved.

51 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Schedule 12A of the Act.

52 IRRECOVERABLE ARREARS

RESOLVED that the arrears in excess of £1,200 on national non-domestic rates, council tax, rents, housing/council tax benefit overpayment and sundry debtors as set out in the report be written off and to note the exercise of the Deputy Chief Executive's delegated authority under financial regulation 5.9.

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Report of the Chief Executive

BROXTOWE BUSINESS START-UP GRANT SCHEME1. Purpose of report

To outline details of the Broxtowe Business Start-Up Grant scheme along with a new proposed grant scheme for Broxtowe businesses.

2. Background

In 2018/2019 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 £8913.87 spent or committed on grants assisting businesses thus far. The geography of the grants awarded was highlighted in a report to this committee on 5 September 2019.

Overall this funding has supported the creation of eight jobs. Seven months into the scheme and all of the businesses that have received funding are thriving. However, the overall return on investment and turnover of each business is difficult to determine as this is done after the first year of trading.

Based on the success of the Grant scheme in its previous format and feedback from current start-up businesses, a new scheme intended to better meet the business need is proposed. Further details are set out in the appendix.

3. Financial implications

The cost of the present Business Start Up Grant scheme in 2019/20 is met from the Town Centre Management budget within Economic Development. This budget has been carried forward from previous years and is expected to be spent in full by 31 March 2020. It is proposed that a new budget of £15,000 be established from 1 April 2020 to meet the cost of the new Broxtowe Business Start-Up Grant scheme.

Recommendation

The Committee is asked to:

- 1. RESOLVE that the new Broxtowe Business Start-Up Grant scheme as set out in the appendix be approved.**
- 2. RECOMMEND to the Finance and Resources Committee that the inclusion of £15,000 in the 2020/21 budget for the new Broxtowe Business Start-Up Grant scheme be approved.**

Background papers

Nil

APPENDIX

Introduction

The updated 'Broxtowe Business Grant Scheme' is intended to encourage entrepreneurialism, business start-ups and overall business growth in the Broxtowe area.

Outline Scheme

This grant will be designed to support businesses with their start-up costs where bank loans and savings are not sufficient. A grant of between £500 and £2,500 will be made available to businesses that are either pre-start up or in their first six months of trading.

Applications will be submitted to the Senior Economic Development Officer who will ensure all information required has been submitted and the business is eligible for funding. A summary of each application will then be sent to the Chair and Vice Chair of the Jobs and Economy Committee to agree the outcome of the application.

Assessment criteria will be put in place to ensure each application meets the same requirements. This will include factors such as ensuring the business has a unique selling point, there is a gap in the market for it and their financial projections are reasonably justified.

Applications would need to demonstrate these points in a business plan and cash flow forecast to be submitted alongside the application form. Support for businesses making the application would be offered through Nottingham Business Venture and the D2N2 Growth Hub.

Budget

Table of figures relevant to the 'Start-Up' grant scheme - estimated start April 2020.

Activity	2020/21	2021/2022	Total
Business grant	£15,000	£15,000	£30,000
Marketing	£0	£0	£0
Total	£15,000	£15,000	£30,000

Outputs

With the successful awarding of the 'Start-up' grant, one business would start trading and one job would be created. There is the potential for further jobs to be created should the business continue to trade and grow in Broxtowe.

Outcomes

This grant scheme would help increase the number of businesses starting in the borough, in line with the D2N2 LEP Strategic Economic Plan, current Corporate and Economic Regeneration strategy.

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Report of the Deputy Chief Executive

GRANT AID REQUESTS – CANALSIDE HERITAGE CENTRE1. Purpose of report

To consider requests for revenue and capital grant aid in accordance with the provisions of the Council's grant aid policy.

2. Grant Aid Application

An application for both revenue and capital funding has been received from the Canalside Heritage Centre (CHC).

Firstly, CHC has requested revenue grant funding towards the cost of three essential staff employed by the charitable trust that are currently funded by the National Lottery Heritage Fund (ending April 2020). The total cost of these posts is £60,313 and CHC has requested a grant of £48,250 to meet 80% of these employee costs in 2020/21. The remaining cost will be met by the charitable trust. Further details are provided in the appendix.

Secondly, CHC has requested capital funding towards its *Arts Ark* project to establish a fully DDA compliant pontoon with access ramp at the front of the Heritage Centre. The total cost of Phase 1 of the project is £38,241 and CHC has requested £10,000 towards the scheme. Details are in the appendix.

Given the nature of these capital schemes, any approved grant would normally be given on the basis of 25% of the actual costs incurred (given that it would relate to a non-Council owned asset) with a maximum figure specified in appropriate circumstances.

3. Financial Position

There are insufficient funds available within the grant aid budget to support this request in full (particularly given the other requests considered elsewhere on this agenda). Furthermore, no funds are available from the Council's 2019/20 revenue contingencies which have been fully committed.

No budgetary provision exists for capital grants to voluntary organisations. No funds are available from the Council's 2019/20 capital contingencies which have been fully committed.

Recommendation

The Committee is asked to CONSIDER the requests and RESOLVE accordingly.

Background papers – Nil

APPENDIX

CANALSIDE HERITAGE CENTREBackground

The Canalside Heritage Centre (CHC) was set up in 2011 and registered as a charity in 2014. CHC is based at the Weir Cottages at Beeston Lock.

Established in 2011 by a group of dedicated local people, the aim of the Canalside Heritage Centre (CHC) charitable trust has been to renovate and restore the Weir Cottages at Beeston Lock into sustainable use as a heritage, educational and arts centre for all. The cottages have a rich and varied history having been lived in by families who worked on the canal over 200 years. Thanks to the generous support of the Heritage Lottery Fund, Canal and River Trust and other funders, partners and volunteers, the cottages were sensitively renovated and the Centre was successfully opened to the public in June 2017.

Aims, Objectives and Activities

The charitable objectives of CHC are for the public benefit, the advancement of education and the preservation of historical heritage by the construction, management and maintenance of a heritage museum, resource centre and exhibition gallery in Beeston. The specific charitable aims are to:

- Renovate and restore four derelict cottages into sustainable use as a heritage, educational and arts centre for the use of the local community, schools and general public.
- Provide a museum that will detail and highlight the heritage of the area, by accurately reflecting the historical significance and importance of the lock keeper's house, cottages, the canal network and their relationship with the development of Beeston Rylands.
- Provide a learning centre for use by locals, historians and artists to pass on relevant skills, knowledge and memories via interviews, lectures and visual presentations.
- Set up an allotment on existing kitchen garden land, adjacent to the cottages, for local schools to grow their own produce and to provide opportunities to learn about the history of allotments and food production.
- Make the centre a sustainable stand-alone project by renting/leasing designated, commercially viable space.

The main activities include interpreting the heritage of the local waterways through exhibitions, talks, community events and a wide variety of family activities. The facilities include a tearoom and gift shop; learning spaces for groups and schools; opportunities for research into waterways heritage; community open days and events; volunteering and training opportunities; and a community garden which is maintained by volunteers and local groups. CHC is also dedicated to telling the story of the social history of the area, which is interpreted through the exhibitions, activities and workshops.

Visitor numbers are captured using an automated counter at the main entrance and by conducting regular visitor surveys. The activities both onsite and offsite are enjoyed by a broad range of the local community. In 2018/19 there was 61,206 visitors of all ages to the Centre, 73% of whom came from Broxtowe (postcodes NG9, NG8 and NG16 collected through surveys). Admission is free, although some events have a small charge to cover the cost of equipment and materials.

CHC provides a range of activities which are designed to improve the health and wellbeing. These include a weekly veterans group, fortnightly friends through social change group and a sound walk for full-time carers. The Centre is an open and friendly environment for people to use. Many of its most active volunteers began volunteering because they had experienced a change in their lives and wished to keep active and meet new people. CHC runs a fortnightly Classic Film Club in association with the Beeston Rylands Community Association for isolated and vulnerable people to spend time with friends.

CHC offers volunteering and work experience opportunities for people with autism, learning disabilities and other conditions which may mean they find it difficult to find employment. In the past year CHC has welcomed eight new volunteers and three new work placement students from local colleges. CHC wants to build on its work and offer even more to disadvantaged sections of the local community but need support in core funding in order to do this.

Financial Context

CHC provided its financial statements for the year ended 31 March 2019 for scrutiny. Total annual income amounted to £61,291 from grants (the majority being restricted funds), donations and rental income. The principal grant funding sources in 2018/19 were from the Heritage Lottery Fund (£33,017), The Co-Operative (£4,296), The Postcode Lottery (£1,750), Grosseteste University (£1,000) and John Lewis (£1,000). CHC also received donations from its wholly owned trading subsidiary, CHC Beeston Enterprises Limited trading subsidiary of £14,594. Total expenditure of £114,415 related to charitable activities, governance costs and depreciation. CHC employed an average of 12 persons (including directors) during the year (up from 10 in 2018) with employee costs being £53,145 (£41,514 - 2018).

The balances carried forward as at 31 March 2019 was £788,455 (£787,195 restricted). Cash and bank balances as at 31 March 2019 was £15,004. The Trustees considered the level of reserves held by CHC to be satisfactory to enable it to continue its current activities. At the year-end its trading company, CHC Beeston Enterprises Limited, owed CHC £20,187 (£12,917 in 2018). This loan is interest free and is repayable in demand.

Revenue Grant

CHC has requested core funding towards three essential staff posts employed by the charitable trust, namely the Operations Manager, Development Officer and Education and Community Engagement Officer. The anticipated total cost of these posts in 2020/21 is £60,313 including oncosts. Currently, 80% of this cost is provided by restricted grant from the National Lottery Heritage Fund. This funding stream ends in April 2020.

In order to continue and build upon current activities, CHC needs financial support to fund these posts. CHC has therefore applied to the Council for a revenue grant of £48,250 to meet 80% of these employee costs in 2020/21. The remaining cost will be met by the charitable trust.

CHC has stated that if its funding request for 80% of these costs was unsuccessful, it would see both the Development Officer and Education and Community Engagement Officer posts discontinued as these cannot currently be afforded without external support. The Operations Manager post would continue as it is essential for the Heritage Centre to remain open. However, without the other two posts the Heritage Centre would operate solely as a café and shop as there would not be the capacity to continue work with the local community, such as the education programme, health and wellbeing activities and future projects.

For the long term sustainability, CHC is currently working towards National Portfolio Organisation (NPO) status with the Arts Council England. This would provide core funding for four years and come into effect in 2022/23. CHC is also putting together a fundraising strategy to fund these posts in 2021/22. In the meantime, CHC needs capacity in 2020/21 to implement the strategy and develop the NPO application, making the success of this request essential to the future sustainability of CHC charitable work with the residents of Broxtowe.

Capital Grant

CHC has also submitted a capital grant application for funding towards its *Arts Ark* project. The Arts Ark will establish a pontoon with access ramp at the front of the Centre and a floating arts project in the form of a renovated narrowboat. This will be an extension of the work of CHC, with a particular focus on the arts. Through an exciting programme of activities, the boat will transport and deliver the arts to local communities, enabling people to engage with CHC and the waterways in innovative and creative ways.

The project will be a link between the land and the waterways connecting the two through a broad range of art activities. It will physically move between rural and urban Nottinghamshire allowing influences and culture to mix and migrate. Core activities will be community based, with the opportunity for additional commercial projects to provide sustainability and enjoyment for all.

This funding request is for phase 1 of the project, being the installation of a DDA compliant and accessible pontoon, access path and ramp in the lock to the front of the Centre. CHC will benefit through the restoration of the historic lock to the front of the Centre. The pontoon will provide the only fully accessible mooring at Beeston Lock meaning that partners, such as the Nottingham Narrowboat Project, can bring a more diverse range of groups for education workshops.

The successful completion of phase 1 will allow CHC to pursue phase 2; the renovation of a narrowboat into a floating arts facility to take activities out to communities along the river and canal.

This will reach a wider range of audiences and also benefit the local residents through skills development opportunities, health and wellbeing activities and education workshops. The project will enhance the green infrastructure and encourage more use of Beeston Lock, canal and river.

The total cost of phase 1 is £38,241. A quote has been received from a company specialising in waterways improvements to carry, supply and fix the access ramp and to fix the pontoon in place. The pontoon will be donated by the Canal and River Trust.

CHC has been successful in a bid for £14,184 from the Nottinghamshire County Council Local Improvement Scheme. It has also applied for £14,057 from the National Lottery Community Fund and expect to have a decision on this application in December 2019. Further match funding has been provided by the donation of a pontoon by Canal & River Trust valued at £11,000.

Summary

CHC has requested two separate applications for grant funding from the Council.

1. A revenue request for £48,250 to meet 80% of the cost of three dedicated employee posts in 2020/21, which were previously part-funded by the National Lottery Heritage Fund.

This is a considerable request and there are insufficient funds available within the grant aid budget to support the full award, particularly given the other requests considered elsewhere on this agenda. If Members were minded to award a revenue grant to CHC then an allocation from the Council's revenue contingencies would likely be required.

Members should note that the grant aid policy requires that grant awards of £5,000 or above may be subject to a Service Level Agreement.

2. A capital funding request towards phase 1 of the Arts Ark project to establish a pontoon with access ramp at the front of the Centre. The total cost of phase 1 is £38,241 and CHC has requested £10,000 towards the scheme.

No budgetary provision exists for capital grants to voluntary organisations and an allocation from Capital Contingencies would be required if a grant were to be awarded. Any approved grant would normally be given on the basis of 25% of actual costs incurred (given that it relates to a non-Council asset) with a maximum figure specified in appropriate circumstances.

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Report of the Deputy Chief Executive

**GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS,
CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORTS,
THE ARTS AND DISABILITY MATTERS 2019/20**

1. Purpose of report

To consider requests for grant aid in accordance with the provisions of the Council's Grant Aid Policy.

2. Applications and financial position

Details of the grant application received are included in appendix 1 for consideration. The amount available for distribution in 2019/20 is as follows:

	<u>£</u>
Revenue Grant Aid Budget	172,800
Less: Estimated requirements for Rent Awards and Other Commitments (#)	20,350
Less: Grant Awards to Date	136,020
BALANCE AVAILABLE FOR DISTRIBUTION	<u>16,430</u>

(#) This includes provisions in respect of the applications from Age Concern Eastwood, Beeston Shopmobility, Bramcote Cricket Club, Broxtowe Play Forum and Stapleford Community Association.

A separate grant aid report in respect of the Canalside Heritage Centre is considered elsewhere on this agenda.

A summary of the grants awarded under delegated authority since January 2020 is included for information at appendix 2.

Recommendation

The Committee is asked to:

- 1. CONSIDER the request in appendix 1 and RESOLVE accordingly; and**
- 2. NOTE the grants awarded under delegated authority in appendix 2.**

Background papers

Nil

APPENDIX 1

APPLICATIONS

The following grant applications have been received for consideration in 2019/20:

<u>Applicant</u>		<u>Grant Award 2018/19</u>	<u>Grant Request 2019/20</u>
		£	£
Age Concern Eastwood	1	9,000	9,000 #
Stapleford Community Association	2	3,000	3,000 #
Broxtowe Women's Project	3	6,000	6,000
Beeston Shopmobility	4	8,500	8,500 #
Bramcote Cricket Club	5	865	1,000 #
Broxtowe Play Forum	6	5,500	5,500 #
		Total	33,000

The total request is made up of £12,650 in 'cash' from the balance available with £20,350 being for rents and other commitments as covered by the provisions below. In addition, a separate grant aid report in respect of the Canalside Heritage Centre is considered elsewhere on this agenda.

(#) Estimated outstanding rent awards and other commitments includes provision for the requests from Age Concern Eastwood (£3,850), Beeston Shopmobility (£7,000), Bramcote Cricket Club (£1,000), Broxtowe Play Forum (£5,500) and Stapleford Community Association (£3,000).

Age Concern Organisations**1. AGE CONCERN EASTWOOD**

Age Concern Eastwood was established in 1954 and is based at The Colin Dyson Centre on Edward Road in Eastwood (Council owned premises). The group generates its 68 strong membership from Eastwood and the surrounding area, with the majority being Broxtowe residents aged 60 years or over.

Age Concern Eastwood provides welfare facilities to local elderly residents. Its clientele includes disabled users, others who are suffering with dementia and Alzheimer's and those who may be isolated. The group aims to provide a quality meeting place, companionship, socialising, entertainment and advice for its users by offering a wide variety of activities such as a luncheon club (serving over 100 meals per week, Monday to Thursday), social events and activities, arts and crafts and festive parties. A trustee also provides a Sunday lunch for up to 18 members on a regular basis and occasionally hosts a 'Friday pie day' to serve meals to those in need. A Christmas party was held again to provide a festive meal for those isolated and living alone. This included a turkey roast dinner, wrapped gifts, games and a party atmosphere, which was well received.

The group provides its own volunteer driving scheme that provides transport for its more isolated members. It works in partnership with Broxtowe Mental Health and Nottinghamshire County Social Services who recommend their service to potential new members.

Age Concern Eastwood has spent over £40,000 in recent years on improving the building interior and facilities for its clients to enjoy. The main hall has been redecorated by professional decorators. Also, to help save on heating costs and improve sound, the group has installed a suspended ceiling.

For the year ended 31 March 2019, income totalling £64,555 was generated from grants and donations (including £14,000 from the Nottinghamshire County Council Local Improvement Scheme), meals and drinks receipts, transport receipts, fundraising and other activities. Annual expenditure of £55,668 mainly related to employee costs (£18,758), volunteer expenses (mileage), equipment, repairs and renewals, meals and catering, rent, utilities, insurances and other general running costs. Cash at bank and in hand as at 31 March 2019 was £57,251. This figure also includes the residual balance of a significant legacy of received in 2009/10 that is continuing to be used towards projects that may sustain and improve future income streams, such as building and facility improvements. Over £25,000 of this legacy has already been spent, including upgrading of the toilet facilities.

The Council has supported Age Concern Eastwood for many years with grants towards its premises (including rental) and transport costs. The grants awarded in the past four years were as follows:

2018/19	£9,000
2017/18	£9,000
2016/17	£9,000
2015/16	£9,000

For 2019/20, Age Concern Eastwood has requested a grant of £9,000 towards its running costs, including the rental of the Edward Road premises. Any grant award in respect of the premises rental (£3,850) would be matched by allowances within the premises income budget and therefore leave the Council's overall budget unchanged. Any additional award for other running costs however will have to be funded from the grant aid budget.

Members should note that the grant aid policy would normally require that all 'cash' grant awards of £5,000 or above to be subject to a Service Level Agreement. However, monitoring arrangements that 'measure and celebrate success' should also be tailored specifically to the organisation and can include written reports, feedback from service users and monitoring visits to the funded organisation.

Community Associations Category

2. STAPLEFORD COMMUNITY ASSOCIATION

The Stapleford Community Association was formed in 1954 and is responsible for the management and operation of the Council owned Community Centre on Cliffe Hill Avenue in Stapleford.

The aim of the Association is to provide a high quality, low cost centre for a variety of leisure, educational and community activities in Stapleford. A number of groups utilise the facilities for these purposes including playgroups, keep fit clubs, uniform groups, senior citizen's groups, dance classes and family groups. Around 200 people of all ages use the facilities on a weekly basis, with an estimated 80% being residents of the Borough.

For the year ended 31 December 2019, income of £9,323 was generated from hall lettings and grant aid. Annual expenditure amounted to £12,183 and included rent, repairs and renewals, cleaning and sundry expenses, insurances, heating and lighting, water charges and depreciation. Cash and bank balances at 31 December 2019 were £22,274. Stapleford Community Association has indicated that these funds are earmarked towards ongoing maintenance projects and for unexpected emergencies.

The tenancy agreement for the Community Centre replaced the previous arrangement of charging a peppercorn rent. As part of the Council's aim to secure economic rents on its properties, the rent was assessed at £3,000 per annum. The Stapleford Community Association has suggested that it has only limited financial resources and would be unable to sustain a rental charge of this size.

The Council has previously supported Stapleford Community Association with grants towards its premises rental. The grants awarded in the past four years were as follows:

2018/19	£3,000
2017/18	£3,000
2016/17	£3,000
2015/16	£3,000

For 2019/20, Stapleford Community Association has requested a similar grant of £3,000 to cover the rental of the Community Centre on Cliffe Hill Avenue in Stapleford. This grant award would be for a period of one year and would have no effect on the Council's overall budget, with the award being matched in the Council's premises income budget.

Caring Organisations Category

3. BROXTOWE WOMEN'S PROJECT

Established in 2001, Broxtowe Women's Project Limited (BWP) is a voluntary organisation that provides a unique, community-led service offering a range of high-quality domestic abuse outreach and awareness services in response to local needs. The BWP vision is that women and their families who are affected by domestic abuse in Broxtowe are empowered to feel safe, to take control of their lives and to lead safer lives. BWP wants everyone in Broxtowe to have more awareness of all types of domestic abuse.

The main aims of BWP is to provide outreach support to women and children who are experiencing or have experienced domestic violence and to provide advice, information, training, publicity and raising awareness for local agencies, individuals and community groups.

BWP provides a critical direct service to women survivors of domestic violence, including a telephone support line, outreach services for women and children, short-term survivor support groups, awareness sessions, training and as a facilitator of partnership working across the area.

BWP currently provides an outreach service in Eastwood, Kimberley and the surrounding rural areas, as well as Stapleford in the south. The project recognises that domestic violence is often an unreported crime and they work hard to raise awareness in the community to ensure it becomes a public matter and that responses are appropriate to anyone seeking support. Some women who have experienced domestic violence may find themselves living in the most deprived areas as a result of leaving the perpetrator.

In 2019 BWP received 183 referrals made through various channels, including self-referral, friends and family, CAB, Women's Aid, children and young people, health, adult social care and others (these referrals do not include the numbers of women supported by the legal surgery or who contacted the support line). Of these cases, 130 required ongoing support through outreach support, group support or via regular phone support. Providing support for these women has also helped their dependent children.

BWP aims to provide a quality service to women and to provide support as quickly as possible for them. The majority of referrals were received support on the day of referral (78%), with the remainder largely being supported by the next day. All referrals were supported within two weeks of the referral.

Since September 2016 BWP have been providing outreach services to women throughout Broxtowe. In 2019, the highest percentages are from Stapleford (24%), Beeston (19%), Eastwood (15%), Chilwell (10%) and Newthorpe (8%) with the remainder from other areas in the Borough.

The outcomes for each person after accessing BWP services are monitored. The percentage of women that reported an increase in positive outcomes as a direct result of working with BWP during this period included client empowerment (95%), minimised risk of harm (84%), feeling safer (76%), increased self-esteem (74%), improved mental health (73%) and reduced isolation (44%). These outcomes provide a strong indication of the impact the BWP has had upon the lives of survivors with whom it works. It also indicates the importance of continually developing services such as the counselling to increase the positive outcomes for women.

BWP works in partnership with other service providers to help women with personal development and in changing their lives. BWP works with the Council and jointly alongside Midland's Women's Aid and Women's Aid Integrated Services to ensure complementary and non-duplication of services for women in the borough. BWP is regularly involved with the South Nottinghamshire Multi-Agency Risk Assessment Conferences, Broxtowe Health Partnership and South Notts Domestic Abuse Strategic Group. BWP also actively contributes to the local Sure Start Children's Centres delivery plans through input and attendance at their Local Advisory Groups.

BWP supports the Stapleford Focus Group and Eastwood South Focus Group action plan aligning with the priorities set and supported by the South Nottinghamshire Community Safety Partnership. Its active involvement in these groups highlights a commitment to working in partnership and dedication to improving the lives of survivors of domestic abuse.

BWP offers a free monthly legal surgery to women living in Broxtowe, providing legal advice on a wide range of civil matters such as child contact. Without this legal surgery, women would need to go into Nottingham to access these services and for many women who are being closely monitored by their perpetrator this is not feasible. The legal advice is offered by a domestic abuse specialist solicitor that understands the complexities involved.

BWP has successfully delivered 'Freedom Programmes' in Eastwood and Stapleford examining the roles, attitudes, beliefs and actions of abusive men in addition to the responses of victims and survivors. The aim is to help them to make sense of and understand what has happened to them. The Freedom Programme also describes in detail how children are affected by being exposed to this kind of abuse and very importantly how their lives are improved when the abuse is removed.

BWP has developed a volunteer programme to extend its support to more women by offering services such as befriending once specialist support has ended. This is an opportunity for women to access excellent volunteer work experience and relevant training that will enable them to gain valuable work experience in the field. BWP has recruited volunteers to a variety of roles including trustee positions, awareness raising, fundraising, helpline and ambassador roles.

BWP is currently developing a training programme that will offer in-house training to its volunteers (as well as meeting training needs for partner organisations) on domestic abuse awareness and safeguarding. The training packages available will include accredited training.

BWP is developing its service for children affected by domestic abuse. This service offers outreach to children and young people including a therapeutic strand offering specialist counselling to those most at need. In 2019 there were 91 children's outreach appointments and around 60 hours of children's therapy has been delivered.

BWP has a support line for women to call to get advice and support from a specialised worker. During 2019 BWP received a total of 521 calls to the helpline and 2,273 texts.

As well as direct support, BWP consistently highlights issues of domestic abuse and is committed to improving knowledge and services for women and children to seek help and support. BWP have successfully delivered a number of campaigns throughout the year raising awareness around mental health, domestic abuse and the benefits of volunteering. In November 2019 BWP worked in partnership with the Council on the White Ribbon Campaign. It also supported the Council with the 'Taking a Stand' accreditation and co-facilitated the 'Say No to Domestic Abuse Conference'. BWP also provides domestic abuse awareness training and supported the Council with its online training programme development.

BWP has released 23 blogs on its website, issued three newsletters and made around 400 Facebook posts (increasing its followers by 60%) to raise awareness of Domestic Abuse.

BWP submitted its latest financial statements for the period ended 31 March 2019 for scrutiny. Financial activity is split between restricted and unrestricted funds. In the year, BWP generated total income of £192,714 mainly from grants and donations. The charity considers the majority of this funding to be restricted and significant grants were received from the Big Lottery Fund (£81,598), Lloyds Bank Foundation (£25,000), Children in Need (£22,714), The Coalfields Regeneration Trust (£10,000), Nottingham Soroptimist Trust (£5,000), Comic Relief (£4,314) and JN Derbyshire Trust (£4,000) and this Council. Expenditure for the year amounted to £178,638 and mainly related to employee costs (reduced to £117,804 with £87,524 from restricted funds), activities and premises rental and room hire costs. The average number of employees during the year was six. BWP had overall cash and bank balances of £66,181 as at 31 March 2019, with unrestricted funds amounting to £18,212.

The project continues to apply to a range of funders for all aspects of its services and costs. Most funding is restricted to specific project costs. BWP received a five-year funding grant from the Big Lottery Fund for ongoing outreach services, but this ends in March 2020.

BWP receives funding from Lloyds Bank Foundation to part-fund an outreach worker and from Children in Need for a children's worker. It is increasing difficult to finding funding for core costs (rent, utilities etc.) so without the Council's support it is increasingly difficult to develop the service further and meet the needs of the service user.

The Council has supported BWP for many years with funding towards core costs. The grants awarded in the past four years were:

2018/19	£6,000
2017/18	£6,000
2016/17	£6,000
2015/16	£6,000

For 2019/20, BWP has requested a similar grant of £6,000 to meet its rental obligations and to contribute towards other core costs. Members should note that the grant aid policy requires that grant awards of £5,000 or above may be subject to a Service Level Agreement.

Disability Group Category

4. BEESTON SHOPMOBILITY

Beeston Shopmobility has been operating since June 2001. It is a registered charity and a company limited by guarantee that is independent of the Council.

The aim of Beeston Shopmobility is to enable people with temporary or permanent mobility difficulties, the freedom of movement around Beeston town centre through the loan of disability aids, manual and powered wheel chairs and scooters. The scheme helps people with disabilities to lead more independent lives and often provides a welcome respite for carers. Mobility equipment can be used to access shops and services and enables users to socialise more frequently with friends in and around Beeston.

Beeston Shopmobility is run by a team of unpaid volunteers (11), some of whom are disabled, providing a combined 405 hours of voluntary service. The scheme is open daily from Monday to Saturday each week throughout the year. The scheme currently has 89 registered users and provides benefit to 65 Broxtowe residents. The charity has 15 scooters and wheelchairs which can be hired for a charge of £1 per two hour hiring or £30 for a full week. There was around 500 hirings in the past year.

For the year ended 30 September 2019, Beeston Shopmobility generated income of £10,970 from grant aid and donations (for using the service). Expenditure of £10,270 mainly related to premises costs, insurances and equipment repairs. Cash at bank and in hand at 30 September 2019 was £10,061. Beeston Shopmobility indicated that funds are earmarked towards a scooter replacement programme (around £1,500 each).

This Committee previously noted a report on Beeston Shopmobility on 12 October 2017. This related to the potential ongoing revenue implications of using previously approved capital funding to relocate Beeston Shopmobility from the Council owned Cavendish Lodge into Oban House on Chilwell Road in Beeston. Oban House is privately owned and is leased in its entirety to Voluntary Action Broxtowe (VAB). VAB partly supports its annual running and rental costs by sub-leasing parts of the building to sub-tenants. Beeston Shopmobility is a sub-tenant at Oban House, paying an all-in rental of around £7,000 per annum. Beeston Shopmobility completed the move to Oban House in January 2018. Whilst these premises provide a more suitable location for its operations, Beeston Shopmobility states that it only has limited financial resources and is unable to sustain a rental charge of this size.

The Council has supported Beeston Shopmobility for many years with the grants awarded in the past four years being as follows:

2018/19	£8,500
2017/18	£14,500 (including £6,000 internal rent)
2016/17	£9,650 (including £8,150 internal rent)
2015/16	£9,650 (including £8,150 internal rent)

For 2019/20, Beeston Shopmobility has requested a grant of £8,500 for the cost of annual rental of premises at Oban House (£7,000) and insurance cover and scooter servicing costs (£1,500). Any award for these costs will have to be funded from the existing grant aid budget. Members should note that the grant aid policy requires that grant awards of £5,000 or above may be subject to a Service Level Agreement.

Sports Club Category

5. BRAMCOTE CRICKET CLUB

Bramcote Cricket Club was founded in 1858 and is based at Bramcote Hills Park on Ilkeston Road in Bramcote. The club currently runs a number of league cricket teams and has occasionally coached midweek junior teams.

The Club is open to anyone interested in playing or coaching cricket and currently has around 50 adult and 10 junior members, the majority of whom live in Bramcote, Beeston, Chilwell and the surrounding areas. In addition, a further 70 juniors regularly attend the club to play 'kwik-cricket', also supported by parent volunteers, and visiting clubs from Chilwell, Attenborough and Beeston also enjoy use of the Club's facilities.

Unlike some clubs in the region, Bramcote Cricket Club has experienced an increase in participants including juniors who attend for coaching sessions. Some of these juniors have joined from larger clubs where, due to the numbers involved, they have been unable to receive one-to-one coaching. The club hopes to continue to provide this opportunity for juniors to participate in cricket.

For the year ended 31 December 2019, income totalled £9,840 and was mainly generated from subscriptions, match fees, bar sales, grants and sponsorship and other fundraising activities. Annual expenditure of £10,008 included bar expenses, ground equipment maintenance, playing equipment, pitch hire, rent, insurances and other running costs. Total cash and bank balances as at 31 December 2019 amounted to £10,623.

The Council owns the clubhouse used by the Club on Bramcote Hills Park and as part of the Council's aim to secure economic rents on its properties the rent has been assessed at £865 per annum. This is anticipated to increase to £1,000 following a rent review.

The Council has supported Bramcote Cricket Club for many years with grants towards its premises costs (including rental) and the occasional capital grant towards facilities and equipment. The grants awarded in the past four years were as follows:

2018/19	£865
2017/18	£865
2016/17	£865 (plus £2,500 capital grant)
2015/16	£865

For 2019/20, Bramcote Cricket Club has requested a revenue grant of £1,000 towards the total cost of its annual rent obligations. This award would be for a period of one year and would be matched by allowances within the premises income budget, leaving the Council's overall budget unchanged.

Miscellaneous Category

6. BROXTOWE PLAY FORUM

Broxtowe Play Forum was established in 1983 and is based in Council owned premises at Montrose Court in Stapleford. Broxtowe Play Forum generates its membership from across the Borough with 130 local member groups using the facilities provided, supporting over 3,000 children and young people.

The primary aim of Broxtowe Play Forum is to support and encourage play in the borough and the group achieves this by providing play resources for children's groups. Broxtowe Play Forum also organises meetings at its premises, provides office services and craft workshop facilities and offers reasonably priced art and craft materials for sale in its play resource centre.

It is open to the general public on a Wednesday, holding a card making club for adults. Broxtowe Play Forum has also attended local play days and play events in partnership with the Arts and Events team.

For the financial year ended 31 March 2019 income totalling £11,132 was generated from grants, membership fees, equipment hire and resource sales. The grants received were from Nottinghamshire County Council (£3,000) and this Council. Total expenditure amounted to £12,604 and included rent and utilities, the purchase of resources and equipment and general running costs. There were no employee costs in the year, with the former full time resource worker having been made redundant. Total cash funds as at 31 March 2019 amounted to £20,289.

Broxtowe Play Forum has occupied units at Montrose Court in Stapleford since 2014. As part of the Council's aim to secure market rental on its properties, the annual rent for the premises was assessed at £5,500. The group has limited financial resources and would be unable to sustain a rental charge of this size.

The Council has supported Broxtowe Play Forum for many years with grants towards the cost of its rent obligations. The sums awarded in the past four years were as follows:

2018/19	£5,500
2017/18	£5,500
2016/17	£5,500
2015/16	£5,500

For 2019/20, Broxtowe Play Forum has requested a similar grant of £5,500 towards the cost of its rent obligations. This grant would be for a period of one year and would be matched by allowances within the premises income budget and therefore leave the Council's overall budget unchanged.

APPENDIX 2

DELEGATED AWARDS

A summary of the grants awarded under delegated authority since January 2020 is included below. The Council's policy in respect of grant aid to voluntary organisations is to award the amount requested by the organisation or the maximum specified whichever is the lower. Additional consideration is given to groups who can demonstrate that they are meeting the particular needs of disadvantaged sections of the community.

All requests under £250 are considered under delegated authority, in consultation with the Chair of this Committee. This includes applications from individuals involved with sport and the arts.

This Committee determines all requests for grants in excess of the £250 maximum.

Groups

Group	Total No. of Members	No. of Broxtowe Residents	Grant Award in 2018/19	Grant Award in 2019/20	Purpose of Grant Award
Attenborough Friendship Group	30	30	£100	£100	General running costs
Kimberley WEA (Workers Education Association)	14	14	None	£225	Provide local courses through the WEA programme

Individuals

Name	Grant Award in 2019/20	Purpose of Grant Award
Harry Whyley	£100	Athletics (High Jump) – Contribution towards training, travel, national competitions and equipment costs

Report of the Deputy Chief Executive

GRANT AID REQUESTS FROM PARISH AND TOWN COUNCILS1. Purpose of report

To consider requests for grant assistance in accordance with the protocol for the consideration of grant aid to parish and town councils.

2. Grant aid applications

Two grant aid requests have been received from Brinsley Parish Council for consideration.

Firstly, Brinsley has requested a revenue grant of up to £1,000 towards the cost of the new festive lighting display. The request for funding towards festive activities is being considered retrospectively having been received too late for consideration prior to Christmas and following the cancellation of the December meeting due to the Parliamentary General election.

Secondly, Brinsley has also requested a revenue grant of up to £1,225 towards its VE Day celebrations in May 2020.

Details of the applications are included in appendix 1. The agreed protocol for assessing grant aid to parish and town councils is provided for information in appendix 2 along with a list of grants awarded under this scheme.

3. Financial position

A permanent annual 'cash' budget of £20,000 for grant aid to parish and town councils was approved by this Committee on 10 October 2019 to support parish and town councils in meeting the cost of activities and events. This includes events to commemorate the VE Day 2020 anniversary celebrations. Currently, around £7,000 remains uncommitted in this budget for 2019/20.

Recommendation

The Committee is asked to CONSIDER the requests and RESOLVE accordingly.

Background papers

Nil

APPENDIX 1

Revenue Grants1. Brinsley Parish Council – Christmas Programme

Members are asked to consider a retrospective award to Brinsley Parish Council towards the cost of its festive Christmas programme in 2019. This request was received too late to be considered by this Committee prior to Christmas following the cancellation of the December meeting due to the Parliamentary General election.

The programme included a 'festive celebration' at the Parish Hall on 29 November 2019, with the Christmas lights switch-on. The event included 30 stalls from local charitable organisations and residents selling a variety of gifts and produce. There was also a visit from Santa, with free gifts for the children, a children's choir and fireworks display. A marquee was set up, serving hot food, mince pies and mulled wine, whilst the local charity, Headstocks, providing further refreshments inside the hall.

The festive decorations and lights display was procured through a local supplier. This included a real Christmas tree, sited next to the recreation ground, and feature lights around the Parish Hall and fronting the car park. The cost of the new lights amounted to £1,050. It is anticipated that these lights, one retested, can be reused again in future years.

Brinsley also arranged a children's Christmas party on 30 November 2019, with another visit from Santa, gifts, party food, children's entertainer and disco.

Both events were arranged and managed by Brinsley Parish Council with operational support provided by officers, councillors and volunteers. Specialist contractors were used where appropriate. The cost of these events was around £1,500 and has been met from existing parish budgets.

Brinsley Parish Council had balances totalling £63,674 as at 31 March 2019. The annual precept amount for 2018/19 was £64,291.

Brinsley has requested a grant of up to £1,000 towards the cost of the new lighting display.

2. Brinsley Parish Council – VE Day Celebrations 2020

Brinsley Parish Council has organised events to commemorate the VE Day Celebrations 2020 and is seeking financial support from the Council. The events will be held on 9 May 2020 at the Parish Hall and the recreation ground. This is seen as a community gathering for the village to join together in celebration of the significance of the VE Day commemorations. These include a 1940's themed 'party-in-the park', children's rides, activities and fun events that will continue throughout the day. A special event is also planned for the evening in the Parish Hall, with a vintage singer providing the entertainment.

The total cost of the events is £1,225. This includes the artist (£375); party in the park activities (£700) and decoration of the premises and car park (£150). Refreshments will be provided by the Parish Council (although attendees will be invited to bring their own alcohol). The event is being managed and hosted by Parish Council officers.

Brinsley Parish Council has requested a grant of up to £1,225 towards the full cost of this event.

APPENDIX 2

Protocol for consideration of grant aid to parish and town councils

The protocol for the consideration of grant aid requests from parish and town councils was agreed by Cabinet on 8 June 2010. The key provisions are:

1. Grant aid will only be given in support of specific projects or services and not as a general grant towards the services provided by a parish/town council.
2. Revenue grant aid will only be considered towards services which act as a replacement for services which otherwise Broxtowe Borough Council would have to provide or which supplement services which the borough council provides so as to reduce the costs that Broxtowe would otherwise incur.
3. In applying for grant assistance the parish/town council will need to demonstrate how the service or project in question contributes to Broxtowe's aims and objectives as laid out in the Corporate Plan and the Sustainable Community Strategy.
4. In applying for grant aid assistance the parish/town council will need to provide evidence as to why they do not have the financial resources to provide the services or project in question and what the consequences would be for local residents and businesses if the service was withdrawn or the project not completed. This will include a requirement for the parish/town council to detail what other funding sources they have secured (or otherwise) and to provide a statement as to any reserves held and their planned use.
5. Preference will be given to support for the provision of mandatory services as compared with discretionary services.
6. Where grant aid is to cover the cost of a specified service, the parish/town council will be responsible at its own cost for providing an audited statement within six months of the end of the financial year concerned to confirm the amount of expenditure incurred and income received against which grant aid may be payable. Any grant payable would then be adjusted retrospectively if necessary following receipt of such an audited statement.
7. Grant aid will only be in respect of additional costs directly incurred by the parish/town council and will not cover the cost of any general overheads which the parish/town council would otherwise incur anyway as a result of their operations.
8. Grant aid will be cash limited in each year and the responsibility for costs increasing beyond the cash limit will normally rest with the parish/town council. Where such cost increases are considered to be unavoidable and beyond the parish/town council's control, then Broxtowe may be approached to seek a further grant award.
9. Where the parish/town council wishes to vary the service provided for which grant aid has been awarded, this should only take place after full consultation and with the agreement of Broxtowe.

10. Preference will be given towards one off capital projects rather than as a regular annual contribution towards the ongoing costs of providing services.
11. The parish/town council shall be required to provide such information as Broxtowe may reasonably request as to the actual outputs and outcomes arising from any service or project where Broxtowe makes a contribution.
12. Any grant contribution that may be awarded by Broxtowe need not be at the rate of 100% of net expenditure incurred but may be at a lesser rate to reflect such as its own corporate priorities, budgetary constraints or the availability of similar services or projects elsewhere.
13. Revenue grants will normally only be awarded for one year although an indicative amount for the following year may be given at Broxtowe's discretion. Capital grant aid will be towards the cost of a specific one-off project.
14. Requests for grant aid in respect of a particular financial year should normally be submitted by the end of October of the preceding year at the latest to assist with forward budget planning for both Broxtowe and the parish/town council. Broxtowe will endeavour to make a decision on such requests by the end of December in the year preceding that for which grant aid is requested.

Grant Aid to Parish/Town Councils

The table below lists the grants awarded under this scheme since 2014/15.

Date	Council	Amount	Purpose
01/04/14	Nuthall Parish Council	£2,000	War memorial construction (Capital)
16/10/14	Nuthall Parish Council	£2,500	Cemetery maintenance
02/06/15	Cossall Parish Council	£350	Memorial plaque
19/04/16	Eastwood Town Council	£5,000	Building refurbishment works (Capital)
04/07/16	Greasley Parish Council	£4,000	Upgraded heating system (Capital)
19/09/16	Awsorth Parish Council	£5,000	Heating system replacement (Capital)
09/01/17	Brinsley Parish Council	£4,000	Play facility repairs/replace (Capital)
03/10/17	Nuthall Parish Council	£1,820	Remembrance parade
12/10/17	Greasley Parish Council	£1,000	Christmas lights event
12/10/17	Nuthall Parish Council	£3,395	Cemetery maintenance
26/04/18	Nuthall Parish Council	£12,000	Cemetery roadway surface (Capital)
26/04/18	Nuthall Parish Council	£2,000	Summer Youth Club
11/10/18	Greasley Parish Council	£647	WW1 commemoration sculpture
15/08/19	Brinsley Parish Council	£2,070	Summer play day
10/10/19	Awsorth Parish Council	£1,250	Kitchen Refurbishment – Pavilion
10/10/19	Brinsley Parish Council	£2,300	Tree planting – commemoration
10/10/19	Nuthall Parish Council	£1,855	Remembrance parade
10/10/19	Stapleford Town Council	£2,010	Remembrance event
10/10/19	Trowell Parish Council	£3,500	Car park refurbishment

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Report of the Interim Deputy Chief Executive

COUNCIL TAX EMPTY PROPERTY LEVY1. Purpose of report

To request that the Finance and Resource Committee approve the alterations of council tax levied on properties in the Borough of Broxtowe which have been vacant for a period of two years or more. This links to the new Corporate Plan priority Housing: Good quality homes for everyone.

2. Background

Section 12 of the Local Government Finance Act 2012 provided local authorities the power to levy extra council tax of 50% on domestic properties which have been vacant for more than two years, The Council has used this power since April 2013.

The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 extends the previous legislation and allows the Council to levy the following charges

- From 1 April 2019 the Council can increase the empty property levy from 50% to 100% for properties that have been vacant for over two years.
- From 1 April 2020 the Council can increase the empty property levy that have been vacant for five or more years to 200%.
- From 1 April 2021 the Council can increase the empty property levy for properties that have been vacant for ten or more years to 300%.

Whilst the changes will generate additional revenue, the primary focus is to bring empty homes back into use.

3. Financial Implications

Although no direct cost to the Council, if all three recommendations were adopted then it would generate an additional charge of approximately £204k per annum, which is allocated between each Council Tax precepting authority in the usual manner, meaning Broxtowe will receive approximately 9%. Further details are provided in the table in the appendix.

Recommendation

The Committee is asked to APPROVE the increase in the Council Tax Empty Property Levy as

- 1. Adopt an empty property levy at 100% for dwellings that have been vacant for more than two years from 1 April 2020.**
- 2. Adopt an empty property levy at 200% for dwellings that have been vacant for a period of five or more years from 1 April 2020.**
- 3. Adopt an empty property levy of 300% for dwellings that have been vacant for ten or more years from 1 April 2021.**

Background Papers: Nil

APPENDIX

There are currently 138 properties being charged the empty property levy of 50%. The table below shows the number of properties involved and the potential additional charge for each of the recommendations based on January 2020 data. It also highlights the Broxtowe share of the potential increase.

Number of Years Empty	Number of Properties	Percentage Levy	Additional Levy charge per annum	Broxtowe Borough Council share of additional levy
Between 2 and 5 years	85	100%	£97,410	£8,767
Between 5 and 10 years	25	200%	£73,419	£6,608
Greater than 10 years	28	300%	£33,079	£2,977

This additional levy will not be applied in all cases where a dwelling is vacant for more than two years as there already exist a number of statutory exemptions from council tax for dwellings left vacant in certain circumstances. e.g. dwellings left vacant by people receiving care or in care homes or dwellings owned by charities. The Council can also apply discretionary discounts as it sees fit in cases such as hardship, fire or flooding.

It is important to note that the adoption of the increased empty property levy will not bring any additional properties within the scope of the levy; it merely increases the amount of council tax charged, and encourages home owners who do not receive exemptions, to bring empty properties back into use.

Any of these properties that subsequently become occupied will revert to the standard Council Tax charge and any levy previously applied will be lost.

Joint Report of the Chief Executive, the Deputy Chief Executive and the Strategic Director**BUSINESS PLANS AND FINANCIAL ESTIMATES 2020/21 - 2022/23**1. Purpose of report

To consider the proposals for business plans, detailed revenue budget estimates for 2020/21, capital programme for 2020/21 to 2022/23 and proposed fees and charges for 2020/21 in respect of the Council's priority areas.

2. Detail

As part of the Council's performance management framework, the delivery and financial plans for the five corporate priority areas identified within the Corporate Plan 2016-20 are brought together in one report so that the linkages between service priorities, spending proposals and targets are clear.

Under the Constitution, financial and business planning is reported to each respective Committee which has primary responsibility for oversight of the relevant corporate priority area and related services.

For this Committee there is no single corporate priority. However business plans and financial estimates in respect of **ICT and Business Transformation, Revenues, Benefits and Customer Services** and **Resources**, which support the Council's corporate priorities, fall to this Committee for consideration.

These proposed Business Plans are provided as a separate attachment to this report. The revenue and capital budget proposals for the relevant service areas, together with the proposed fees and charges, are provided in appendices 2a to 2c.

Following consideration by each respective Committee, a summary of the estimates, including any changes recommended, is presented to this Committee for consideration and recommendation to Full Council on 4 March 2020. This summary report is elsewhere on this agenda.

Recommendations

1. **The Committee is asked to RESOLVE that the attached Business Plans be approved.**
2. **The Committee is asked to RECOMMEND to Council that the following be approved:**
 - a) **The detailed revenue budget estimates for 2020/21 (base) including any revenue development submissions.**
 - b) **The capital programme for 2020/21 to 2022/23**
 - c) **The fees and charges for 2020/21.**

Background papers

Nil

APPENDIX 1**Introduction**

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

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

This report considers the detail in respect of the business plans covering ICT and Business Transformation; Revenues, Benefits and Customer Services; and Resources. The financial consequences of the business plans, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals, the capital programme and the proposed fees and charges which follow the plans.

Within the business plans attached to this report, there are some key tasks which can be met from existing resources or which relate to policy preparation and are not therefore included in the key spending proposals detailed in the appendices. Any planned activities which will have a financial implication either by increasing costs or reducing income are identified, along with the financial impact in section 5 of the business plans.

There are also several key tasks where it is not appropriate to make financial provision at this stage. These include areas that are subject to external funding bids, partnership arrangements or where insufficient information exists at the present time. In addition, there are a number of capital schemes within the programme which are deemed to be 'awaiting funding' pending receipt of the necessary resources to complete them

All of these items will be the subject of further reports throughout 2020/21 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business plans

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

This report deals with the ICT and Business Transformation; Revenues, Benefits and Customer Services; and Resources Business Plans and the associated budgets covering this priority area.

The Council's corporate objectives and aims, as included in the Corporate Plan 2016-2020, are shown at appendix 1a to provide the framework for consideration of the plans. The group of functions included within this report support all of the Council's corporate priorities.

Financial background

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

The revenue budgets show the 2019/20 revised estimate as of December 2019 and the 2020/21 base estimate for the areas encompassed by the relevant business plans. The 2020/21 base estimate figures generally reflect the same level of service as in the current year with a few exceptions.

The following are included in the 2020/21 base figures in this report:

- a) Allowance for certain inflationary pressures including the April 2020 pay award and cost of utilities. These allowances are guided by the best indications available at the time
- b) Anticipated additional income arising from the review of fees and charges
- c) The revenue effects of the 2020/21 capital programme including the cost of any new borrowing to support the capital programme.
- d) Any revenue developments.

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

FRAMEWORK FOR BUSINESS PLANNING

The Council's Corporate Plan 2019-2023 is subject to annual review to ensure that it continues to reflect the aims and objectives of the Council.

Vision

The Council's Vision for Broxtowe is “**greener, safer, healthier Broxtowe, where everyone prospers**”.

Priorities

The Council's updated priorities have been updated have been developed within the context of national, regional and countywide plans and priorities with the aim being to align these with our own aspirations wherever possible.

The Council's priorities are **Housing, Business Growth, Environment, Health and, Community Safety**.

Underpinning the above and all of the Council's work is a series of values which the Council has adopted, namely:

Going the extra mile: *a strong, caring focus on the needs of communities*

Ready for change: *innovation and readiness for change*

Employees: *valuing our employees and enabling the active involvement of everyone*

Always improving: *continuous improvement and delivering value for money*

Transparent: *integrity and professional competence*.

Objectives

Each priority area is underpinned by its strategic objectives. Each strategic objective has targeted outcomes against which progress can be monitored.

The priorities and objectives for **Housing** are 'a good quality home for everyone':

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

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

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

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

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

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

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

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

- Reduce anti-social behaviour in Broxtowe
- Work with partners to reduce domestic violence and support survivors
- Work with partners to reduce knife crime.

APPENDIX 1b

REVENUE BUDGET 2020/21

CLASSIFICATION OF EXPENDITURE

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

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

APPENDIX 2a

The change in the 2020/21 base budget for total net expenditure when compared with the 2019/20 revised estimate is primarily a consequence of the following items:

	Change (£)
The distribution from the Bramcote Crematorium will reduce from £500,000 in 2019/20 to £300,000 in 2020/21. The anticipated costs of cemeteries and welfare funerals of £105,150 in 2019/20 and £98,300 in 2020/21 are offset by the distributed achieved at Bramcote Crematorium.	200,000
The 2020/21 base estimate includes an increased Minimum Revenue Provision charge in respect of the Council's General Fund borrowing in accordance with the Council's MRP policy.	130,500
New Homes Bonus to be received from central government in 2020/21 is lower than in 2019/20.	36,400
The 2019/20 revised estimate includes £159,300 for the Borough elections held in May 2019/20 plus any by-elections in the year. The 2020/21 base budget has an allocation of £10,000 to meet the cost of any by-elections that may be required	(149,300)
The 2019/20 revised estimate includes £75,000 for running costs of the Town Hall as agreed by Finance and Resources Committee on 10 October 2019. There is no 2020/21 base budget for such costs following the sale of the property on 31 January 2020.	(75,000)

Finance and Resources Portfolio - Revenue Budgets		
Cost Centre	2019/20 Revised Budget (as at December)	2020/21 Base Budget (as at December)
Employees	4,210,426	4,277,890
Premises	296,163	231,900
Transport	41,650	36,990
Supplies & Services	2,366,082	2,376,390
Transfer Payments	20,587,250	17,625,000
Third Party Payments	156,728	110,320
Central Support Recharges	(1,838,224)	(975,840)
Capital Charges	3,898,350	4,120,270
Income	(6,643,978)	(7,468,905)
Income (Benefits)	(20,559,550)	(17,524,450)
	2,514,897	2,809,565

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FINANCE AND RESOURCES CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22	2022/23			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
				£	£	£	£	£	£	£
	<u>ICT AND BUSINESS TRANSFORMATION</u>									
1.	Replacement and Development Programme	Ongoing		270,000	90,000	90,000	90,000	0	0	0
2.	Technical Infrastructure Architecture	Apr 20	Mar 23	250,000	150,000	50,000	50,000	0	0	0
3.	E-Facilities Initiatives	Apr 20	Mar 23	120,000	40,000	40,000	40,000	2,150	2,150	2,150
				640,000	280,000	180,000	180,000	2,150	2,150	2,150
	<u>OTHER</u>									
4.	Beeston Square Redevelopment Works	Apr 20	Jun 21	8,800,000	8,675,000	125,000	0	0	0	0
	Capital Salaries			100,000	100,000	0	0	0	0	0
				8,900,000	8,775,000	125,000	0	0	0	0
5.	NWOW Main Reception Works	Apr 20	Mar 21	90,000	90,000	0	0	0	0	0
	Fees			10,000	10,000	0	0	0	0	0
				100,000	100,000	0	0	0	0	0
6.	<u>CAPITAL CONTINGENCY</u>	Ongoing								
	Works			150,000	50,000	50,000	50,000	0	0	0
	Capital Salaries			15,000	5,000	5,000	5,000	0	0	0
				165,000	55,000	55,000	55,000	0	0	0
	Finance and Resources Total			9,805,000	9,210,000	360,000	235,000	2,150	2,150	2,150

FINANCE AND RESOURCES CAPITAL PROGRAMME 2020/21Scheme
Number1. ICT Replacement programme (£90,000)

This budget provides for the replacement of PCs, laptops, servers, printers and scanners in accordance with the Council's planned ICT replacement programme. It also contains a small contingency to address minor developments such as a PC for a new employee or where there is a business case for providing additional ICT resource.

2. Technical Infrastructure Architecture (£150,000)

This budget provides for the replacement of key elements of the Council's technical infrastructure architecture. As core security and infrastructure technologies approach the end of their useful life they will no longer be supported, unless they are replaced, there is a risk of both equipment failure and the Council's security arrangements being compromised.

3. E-Facilities : Flexible Working Initiatives (£40,000)

This budget is for a range of digital projects intended to enhance efficiency across the Council and promote the New Ways of Working initiative.

4. Beeston Square Redevelopment (£8,775,000)

This budget is for part of the scheme over a number of years to redevelop Beeston town centre on land commonly referred to as The Square Phase 2. The Council will act directly as developer for the cinema plus the food and beverage elements of the scheme.

5. NWOW Main Reception (£100,000)

This budget is for the reconfiguration of the Main Reception in the Council Offices to align with the more modern working practices being rolled out under the New Ways of Working (NWOW) initiative and enhance the service provided to visitors.

6. CAPITAL CONTINGENCY (£55,000)

This budget is intended to meet the cost of unforeseen General Fund capital items that may arise during the year.

RESOURCES – REVIEW OF FEES, CHARGES AND ALLOWANCES

All fees and charges are quoted exclusive of VAT, which will be added where applicable.

1. Fees for Local Land Charges/Enquiries

The existing and proposed fees are as follows:

	<u>Present</u> <u>2019/20</u> £	<u>Proposed</u> <u>2020/21</u> £
Land Charges Search/Standard Enquiries *	105.00	107.50
Additional enquiries (standard)	10.00	10.00
Additional enquiries (other)	15.00	15.00
Additional parcels	12.00	12.00

*The proposed figure for 2020/21 includes £27.25 payable to Nottinghamshire County Council in respect of questions answered by the County Council.

Since April 2017 VAT has been payable on CON29 information.

2. Summons Charges

In line with the majority of Nottinghamshire and Lincolnshire authorities, the Council levies a charge of £44 for a summons and £31 for a liability order.

The increase in charges is anticipated to generate negligible additional income in 2020/21.

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RESOURCES BUSINESS PLAN 2020–2023

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan priorities.

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

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

The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.

The Council's Values are:

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

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

Housing – A good quality affordable home for everyone

Business Growth – invest in our towns and people

Environment – Protect the environment for the future

Health – Support people to live well

Community Safety – A safe place for everyone

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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Chief Executive
Business Strategy	Designed to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually x2	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFs provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFs informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated twice per annum	Deputy Chief Executive Head of Finance Services
Commercial Strategy	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
Finance Services			
Medium Term Financial Strategy	Provides a three-year forecast of expenditure and income along with the use of reserves	Twice per annum	Deputy Chief Executive
Annual Statement of Accounts	Summarises the Council's finances at the end of each financial year	Annual	Head of Finance Services
Housing Revenue Account (HRA) Business Plan	Provides a 30-year forecast of revenue and capital expenditure and income on the Council's landlord functions	Annually	Head of Finance Services
Internal Audit Charter	Key document defining the role of the Internal Audit service. It sets out the mission, purpose, regulatory basis, ethics, authority, independence/objectivity and responsibilities of Internal Audit.	Annually	Chief Audit and Control Officer
Internal Audit Strategy and Plan	Provides a framework for reviewing the Council's control systems based on an assessment of risks within each system, with the plan detailing the audit activity for the forthcoming year	Annually	Chief Audit and Control Officer
Capital Strategy	Provides a high-level overview of how the Council approaches the planning and financing of capital expenditure	Annually	Deputy Chief Executive
Treasury Management Strategy	Provides the framework within which the Council's treasury management activities are conducted together with detailed plans for the management of the Council's loans and investment portfolios	Annually	Head of Finance Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Investment Strategy	Ensures investment decisions fulfil pre-set criteria relating to security, liquidity and yield	Annually	Head of Finance Services
Fraud and Corruption Prevention Policy	Documents the Council's approach to fraud and corruption prevention.	Upon changes to relevant legislation	Chief Audit and Control Officer
Money Laundering Prevention Policy	Sets out the procedures which must be followed to enable the Council to comply with its legal obligations in relation to money laundering activity, including nominating the Deputy Chief Executive as the Money Laundering Reporting Officer (MLRO).	Upon changes to relevant legislation	Deputy Chief Executive Chief Audit and Control Officer
Risk Management Strategy	Defines the Council's attitude to risk and sets out the framework within which risks will be managed and monitored. Effective risk management will help to ensure that the Council maximises its opportunities and minimises the impact of the risks faced thereby improving its ability to deliver priorities, improve outcomes for residents and mitigating legal action and financial claims against the Council and subsequent damage to its reputation.	December 2021	Head of Finance Services
Strategic Risk Register	Identifies key strategic risks to the achievement of the Council's corporate priorities and objectives.	Quarterly	Head of Finance Services
Procurement and Commissioning Strategy	Provides a framework for the approach to procurement and commissioning and ensures that these activities contribute to the Council's corporate priorities and objectives.	June 2024	Deputy Chief Executive Chief Audit and Control Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Grant Aid Policy for Voluntary and Community Organisations, Charitable Bodies and Individuals involved in Sports or the Arts	Defines the framework in which the Council administers its grant aid scheme to underline its commitment to support and promote a vibrant voluntary sector throughout Broxtowe.	June 2021	Head of Finance Services Chief Audit and Control Officer
Legal Services			
Constitution	Outlines how the Council operates and relates to other bodies and the wider community	2020	Chief Executive / Monitoring Officer
Information Sharing Protocol	Facilitate the sharing of information with Nottinghamshire Police	Updated as necessary	Nottinghamshire Police
RIPA Strategy	Ensure proper conduct of investigations to acquire court evidence		Chief Executive / Head of Legal Services
Administrative Services			
Complaints Systems Service Standard	Provides standards and targets for the delivery of services	Annually	Head of Governance
Local Land Charges Service Standard	Provides standards and targets for the delivery of services	Annually	Head of Administrative Services
Electoral Services Service Standard	Provides standards and targets for the delivery of services	Annually	Head of Administrative Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Human Resources			
People Strategy 2019-22	Strategic direction and actions for development and planning of skills and capacity to deliver services now and in the future	March 2022	Head of Public Protection
Single Status Conditions of Service	Comprehensive set of employment policies, practices and conditions of service for all employees	Ongoing review	Human Resources Manager
Pay Policy	Sets out the Council's approach to remuneration, pay and conditions of employment	Annually	Payroll Manager
Learning and Development Policy	Policy, principles and procedure for the delivery of corporate training and development needs across the Council	December 2021	Human Resources Manager
Equal Opportunities Policy	Statement of intent, responsibilities and actions in respect of equality and diversity for employees and services provided by the Council	December 2021	Human Resources Manager
Equality and Diversity Policy	Outlines the Council's legal duties and sets out the corporate framework for work on equality and diversity.	December 2021	Human Resources Manager
Apprenticeship Strategy	Sets out the Council's approach to increasing the number of apprentices and use of the apprenticeship levy	March 2022	Head of Public Protection

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Council Property			
Asset Management Strategy	Guide the Council's future strategic property decisions and inform more detailed management plans relating to individual assets. Establishes strategic principles to enable the Council to manage its assets more effectively and share its property strategies and accommodation needs with other organisations more easily.	March 2021	Deputy Chief Executive Estates Manager
Health and Safety			
Health and Safety Policy	Statement of intent, responsibilities and actions in respect of all health and safety issues	Annual	Health and Safety Manager
Health and Safety Codes of Practice	Provision of practical advice and guidance	Various dates	Health and Safety Manager
Safe Systems of Work Procedures	Guidance on safe systems of work and best practice	Ongoing	Health and Safety Manager

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
Finance Services	
Financial Management	Manage the Council's finances in an efficient manner such that the Council has sufficient financial resources to enable it to successfully implement its policies and plans
Accountancy Services	Prepare and monitor the Council's detailed financial plans and pay all creditors and collect all income due to the Council promptly
Treasury Management and Banking	Manage the Council's debt portfolio, investments and banking arrangements, manage the risks associated with these activities and pursue optimum performance consistent with these risks
Internal Audit	A key component of the Council's governance framework to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight. Internal Audit provides independent and objective assurance to the Council on its operations and adds value by assisting management in improving the delivery of the Council's objectives and operations through evaluating and challenging the effectiveness of risk management, control and governance processes
Fraud and Corruption	The Council takes a zero-tolerance approach to fraud and corruption and is committed to establishing a strong anti-fraud and corruption culture. Internal Audit traditionally plays a preventative role in seeking assurances that key controls are in operating effectively to prevent and deter fraud and corruption. This role has expanded to include proactive fraud risk assessments; an ongoing detection and preventative audit work programme; and co-ordinating and investigating all non-benefit related cases of suspected financial irregularity, fraud or corruption, in accordance with agreed procedures. Internal Audit is also the key point of contact for participation in National Fraud Initiative (NFI) data matching programmes and similar exercises.
Business Planning and Performance Management	Co-ordinate the Council's business planning and performance management framework, including support with the preparation of Business Plans and the suite of performance indicators and targets and the monitoring of these through the performance management system.

Service Areas covered by this Plan	Service Objectives
Insurance and Risk Management	Identify, arrange and monitor insurance requirements (including claims handling) and implement risk management initiatives which minimise the risk of injury or loss to customers, employees and other stakeholders and safeguard the Council's assets.
Procurement and Commissioning	Improve the delivery and cost effectiveness of high quality services across the organisation through the promotion of effective, prudent and innovative procurement and commissioning practices.
Grant Aid	Process applications for grant aid from voluntary organisations and individuals involved in sports or the arts.
Legal Services	
Legal	Provide an experienced and high quality legal service to all departments in the Council, members in order to assist in achieving the Council's five corporate objectives
Services to Parishes	Ensure that relevant advice and assistance is available to parish councils in connection with complaints
Standards	Provide an effective monitoring officer service to the Council and to parish and town councils
Attendance at Full Council, Planning Committee, and other Committees as required	To advise Members and Officers to support the decision making processes of the Authority.
Administrative Services	
Complaints	Co-ordinate and respond to formal complaints from members of the public.
Land Charges	Maintain a register of Local Land Charges relating to all identifiable properties within the borough. Provide a comprehensive service to the public and to the conveyancing industry as to the provision of that information.

Service Areas covered by this Plan	Service Objectives
Democratic Representation	Provide a comprehensive committee administration service to Council, Committees and the public. Ensure compliance with the Council's constitution.
Attendance at Committees	Support the decision making processes of the Authority.
Electoral Services	Ensure that as many electors as possible are included in the Register of Electors. Ensure that facilities are available to enable all electors to vote. Ensure that ward and polling district boundaries reflect as far as possible the communities within the borough
Information Management (including Freedom of Information; Environmental Information Regulations; Reuse of Public Sector Information; Information Assets and Transparency Code)	Ensure that requests for information and re-use of information are dealt with in accordance with statutory deadlines. Ensure that the Council's Information Assets Register is up to date. Ensure that all information required to be published is on the Council's website.
Human Resources	
Human Resources	To ensure that the Council complies with all relevant legislation and supports positive employment practices through the provision of advice, guidance and support on all aspects of HR service delivery relating to terms and conditions of employment, employment law and codes of practice in accordance with corporate aims and objectives.
Learning and Development	To increase learning across the organisation through the delivery of a wide range of corporate learning and development programmes and initiatives which enable employees to successfully deliver efficient and effective services.
Payroll and Job Evaluation	To ensure that the Council is compliant with all Council and HMRC requirements. Management of corporate job evaluation system to maintain a fair and transparent pay and grading process.

Service Areas covered by this Plan	Service Objectives
Human Resources	To ensure that the Council complies with equalities law and promotes equality and diversity through the delivery of a programme of initiatives which link to the aims of the Council's Equality and Diversity policy and framework and objectives.
Council Property	
Estates	Manage the Council's land and building assets in an efficient manner to ensure the operational assets are fit for purpose and that the potential for income is maximised.
Health and Safety	
Health and Safety	Promote a positive safety culture and encourage ownership of health and safety responsibilities at all levels by developing appropriate strategies, capturing and reviewing relevant data with a view to identifying improvements and providing advice and guidance where necessary.

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
Finance Services					
FPData_01	Debtor invoices raised	4,983	4,831	4,946	
FPData_02	Creditor payments made	39,677	36,273	6,059	The payments system was reviewed in 2018/19. The figure shown is for payments to Suppliers only
FPData_03	Insurance claims received	63	59	39	Excludes non-BBC claims received through the Claims Portal.
FPData_04	Long-term Debt at 31 March	£84.8m	£82.8m	£82.8m	
FPData_05	Investments at 31 March	£8.9m	£12.8m	£14.6m	
New	Purchase Orders raised	5,890	5,120	5,692	Completed and outstanding orders
New	Works and Goods and Services contracts identified on the Contracts Register	58	60	91	Prior to 2017/18 not all relevant contracts were being captured.
New	Grant applications processed from voluntary organisations	45	33	47	Excludes grant aid requests from Parish Councils.

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
Legal Services					
DSDData_10	Section 106 Agreements completed	5	4	3	Joint working with Planning
LADData_11	Contracts completed	n/a	8	21	Data not available for 2015/16 and 2016/17.
LADData_13	Council house sales completed	20	39	37	Houses sold under Right to Buy
LADData_14	Court cases dealt with in the Magistrates Court	14	10	5	
LADData_15	Court cases dealt with in the County Court (including Sundry Debt cases)	n/a	6	18	Data not available for 2016/17. The new Case Management System will assist with data collation and reporting.
Administrative Services					
LADData_02	Land Charges searches processed	1,258	862	744	Nationally there has been a decrease in searches due to a decline in property sales.
LADData_03	Personal Land Charges searches processed	1,110	1,584	1,657	Increased competition from private searches with have no fee contributed to the decrease.
LADData_07	Freedom of Information requests	770	776	926	Greater number of requests for information were made to the Council in 2018/19
LALocal_07	The number of complaints determined by the Local Government / Housing Ombudsman against the Council	1	0	5	The Ombudsman may investigate any enquiry received as a complaint made against the Council.

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
Human Resources					
HRData_01	Average learning days per employee	3.7	2.3	2.3	Despite the average number of employees slightly decreasing in 2018/19 the average number of training days per employee has remained constant. The number of e-learning courses completed was higher than in 2017/18 as Re-Certifications were activated during 2018/19. In addition a number of employees were also undertaking Vocational training. In 2017/18 national average for local authorities was 0.97 days per employee
HRData_01a	Training sessions attended by members	36	35	23	Members attended a GDPR follow-up session. Specific training days and 1-2-1 in house IT training sessions also offered and undertaken.
HRData_02	Work experience placements provided	19	9	15	17 work experience placements were offered but only 15 pupils/students attended to complete the placements offered to them. In 2017/18 national average for local authorities was 9 work placements offered per council
HRData_05	Applications received for vacancies	569	626	772	
HRData_06	Applications received electronically	551	618	746	
HRData_07	Applications received in the post	18	8	26	

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
HRData_08	Permanent appointments	37	42	50	Since 2016/17 there has been a reduction in temporary appointments as permanent staff recruited.
HRData_09	Permanent leavers	214	58	63	The decrease from 2016/17 to 2017/18 was due to the Liberty Leisure TUPE transfers.
HRData_10	Temporary appointments (excluding relief positions)	14	5	4	Since 2016/17 there has been a reduction in temporary appointments as permanent staff recruited.
HRData_18	ICT training sessions delivered internally	108	117	127	Focus on BLZ and Appraisals. No new Corporate Systems launched
HRData_24	Apprentices in post at 31 March	6	1	3	Median for district councils = 5 (2017/18)
HRData_25	Broxtowe Learning Zone courses available	47	52	58	New courses launched
HRData_26	Broxtowe Learning Zone courses completed	6,093	4,039	5,575	Since launch in November 2014 a cumulative total of 15,413 courses completed
HRData_16	Staff working beyond age of 65	11	10	10	Leavers and retirements and existing staff increasing in age.
HRData_21	Top 5% of earners who are women	29%	27%	33%	National figure for local authorities is 49.3% (2017/18)
HRData_22	Top 5% of earners from black and minority ethnic communities	3.5%	0%	0%	Appointments from BME applicants = 10.26%, unfortunately none were in the top 5%. National figure for local authorities is 3.1% (2017/18)

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
HRData_23	Top 5% of earners with a disability	12.5%	9.1%	5.26%	Reduction due to leavers from the top 5% earners with registered disabilities leaving. Also, there has been a reduction in the number of top 5% earners who have declared if they are disabled or not. 2016/17 = 24, 2017/18 = 22, 2018/19 = 19 National figure for local authorities is 3.3% (2017/18)
Council Property					
CPData_01	Commercially Let Industrial Units	73	73	73	Industrial units remain close to 100% let with some tenant changes. Replacement tenants can usually be found within the three month period.
CPData_02	Property Assets excluding HRA	153	153	152	Cavendish Lodge was sold during 2018/19.
CPData_03	Asset Value of Council Property excluding HRA	£30.8m	£ 30.6m	£ 30.3m	
Health and Safety					
H&SData_02	No. of accidents	41	29	38	
H&SData_03	No. of reportable accidents	6	4	5	

Critical Success Indicators (CSI)

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Critical Success Indicators (CSI)								
Invoices paid within 30 Days %	BVPI 8	99.1%	99.5%	99.3%	99%	99%	99%	Head of Finance Services
Complaints determined by the Local Government/ Housing Ombudsman against the Council	LALocal_07	3	2	5	1	1	1	Head of Governance The Ombudsman may investigate any enquiry received as a complaint made against the Council.
Freedom of Information requests replied to within 20 working days %	LALocal_12	95.3%	95.0%	97%	100	100	100	Head of Governance
Working days lost due to sickness absence	BVPI 12a	9.73	13.64	8.69	7.50	7.50	7.50	Payroll Manager In 2017/18 national average (total) for local authorities was 8.8 days per full time employee TAKE OUT and put test in
Working days lost due to short term absence	HRLocal_17 (NEW)	4.15	4.23	3.22	2.50	2.50	2.50	
Working days lost due to longer term absence	HRLocal_18 (NEW)	5.58	9.41	5.47	5.00	5.00	5.00	

Performance Indicators

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Key Performance Indicators (KPI)								
Finance Services								
Invoices paid within 20 days	FPLocal_09	97.4%	98.5%	97.0%	98%	98%	98%	Head of Finance Services
Sundry creditors paid by BACS %	FPLocal_01	87.6%	89.9%	90.8%	91%	92%	93%	Chief Accountant
Sundry debtors raised in any one financial year paid in that year	FPLocal_02	80.5%	83.2%	83.5%	90%	90%	90%	Chief Accountant
Internal Audit: Planned audits completed in year	FPLocal_03	91%	89%	97%	90%	90%	90%	Chief Audit and Control Officer
Procurement compliant contracts as identified in the Contracts Register	NEW	n/a	90%	95%	90%	95%	95%	Chief Audit and Control Officer Procurement and Contracts Officer

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Legal Services								
Prosecutions where a sentence is imposed in the Magistrates Court	LALocal_13	87%	100%	90%	90%	90%	90%	Head of Legal Services
Administrative Services								
Individually registered electors in the borough	LALocal_08	84,621	84,167	84,788	87,000	87,500	87,500	Head of Administrative Services Registered electors on 1 December 2019
Complaints acknowledged within 3 working days	LALocal_04	82%	93%	96.5%	100%	100%	100%	Head of Governance
Human Resources								
Level of Equality Framework for Local Government to which the Council conforms	BVPI 21	-	Ach.	Ach.	Ach	Ach	Exc	Ach.=Achieving Exc.=Excellent Looking to achieve Exc in 2022/23
Employees declaring that they meet the Equality Act 2010 disability definition	BVPI 16a	7.46%	7.09%	6.9%	7.0%	7.1%	7.2%	Human Resources Manager
Ethnic minority representation in the workplace	BVPI 17a	7.04%	6.87%	6.4%	6.5%	6.6%	6.7%	Human Resources Manager

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Annual employee turnover	HRLocal_06	16.3%	13.1%	14.0%	12%	12%	12%	Human Resources Manager Nationally, 13.4% in local authorities in 2016/17
Employees qualified to NVQ Level 2 and above	HRLocal_07	85%	85%	85%	86%	87%	88%	Human Resources Manager
Council Property								
Industrial Units vacant for more than 3 months	CPLocal_01	0.5%	1.6%	1.6%	5%	5%	5%	Estates Manager
Industrial Unit tenants with rent arrears	CPLocal_02	0.12%	6.6%	1.6%	5%	5%	5%	Estates Manager
Beeston Square Shops vacant for more than 3 months %	CPLocal_05	15%	15%	8%	5%	5%	5%	Estates Manager
Net rental income yield from The Square, Beeston shops	CPLocal_06	£53k	£252k	£269k	£250k	£250k	£250k	Head of Finance
Management Performance Indicators (MPI)								
Finance Services								
Insurance - Achieve a 5% reduction in claims when compared to the average claims in the last five years	FPLocal_06	63	59	39	54	52	50	Chief Audit and Control Officer

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Insurance - Claims closed over a three year period settled at nil cost to the Council	FPLocal_07	54.2%	51.1%	45.1%	50%	50%	50%	Chief Audit and Control Officer
Internal Audit: - Planned audits of key financial systems completed in year	NEW	100%	100%	91.7%	100%	100%	100%	Chief Audit and Control Officer
Internal Audit:- Timeliness of reporting from completion of the audit to distribution of draft report (working days)	NEW	n/a	n/a	n/a	10	10	10	Chief Audit and Control Officer
Internal Audit: - Actions as agreed by management being implemented (beyond the follow-up period)	NEW	n/a	n/a	n/a	90%	90%	90%	Chief Audit and Control Officer
Human Resources								
Applications received from BME Groups	HRLocal_01	21%	23%	27%	28%	30%	32%	Human Resources Manager
Appointments from BME Groups	HRLocal_02	37%	14%	10%	12%	14%	16%	Human Resources Manager
Applications received from self-declared disabled people	HRLocal_03	4%	7%	9%	10%	11%	12%	Human Resources Manager

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Appointments from self-declared disabled applicants	HRLocal_04	6%	14%	3%	6%	8%	10%	Human Resources Manager
Apprentice positions offered	JBGLocal_02	3	0	3	4	4	4	Human Resources Manager
Work experience opportunities offered	JBGLocal_01	19	15	17	20	20	20	Human Resources Manager
Staff Satisfaction at being led by managers	HRLocal_09	-	-	-	100%	100%	100%	Human Resources Manager
Staff level of trust and confidence in their managers	HRLocal_10	-	-	-	100%	100%	100%	Human Resources Manager
Extent to which employees feel that the Council is committed to equality and values diversity	HRLocal_11	-	-	-	100%	100%	100%	Human Resources Manager
Percentage of staff receiving an annual appraisal	HRLocal_12	-	-	-	100%	100%	100%	Human Resources Manager
Percentage of staff who have undertaken equality and diversity training (i.e. current validation)	HRLocal_13	-	-	-	100%	100%	100%	Human Resources Manager New indicator from 19/20

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Gender Pay Gap	HRLocal_14	6.63%	7.92%	6.53%	6.5	6.4	6.3	Payroll Manager Broxtowe BC Gender Pay Gap 6.53% (national mean figure is 6.1% for local authorities 2017-18)
Percentage of managers who have received Mental Health Awareness Training (over a three year period)	HRLocal_15	-	-	-	33%	33%	33%	Human Resources Manager New indicator in 2019/20. Looking to refresh every 3 years
No of days lost as a result of work related stress	HRLocal_16	360	1,570	191	190	185	180	Work related stress is the lowest it has been since 2014/15
Percentage of employees who have completed on-line code of conduct training	NEW	-	-	-	100%	100%	100%	Human Resources Manager New indicator from 2019/20

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21 – 2022/23 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

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

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Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Finance Services					
NEW	Review and update the Financial Regulations for approval by Members	The Council's updated Financial Regulations to be adopted by the Council.		Deputy Chief Executive June 2020	Approval required at Full Council
FP1922_01	Produce final accounts by end of May	Final Accounts to be produced for external auditors to scrutinise by end of May 2020		Head of Finance Services May 2020	Additional interim support agreed by Finance and Resources Committee on 10 October 2019.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
FP1922_02	Rollout web based Financial Management software and refreshed Purchase Ordering processes to all Departments	Effective budget monitoring by managers through use of web-based system. Sound commitment accounting to improve quality of financial reporting. Compliance with Financial Regulation	Civica	Head of Finance Services September 2020	Use of fully supported software from system provider
FP1922_03	Implementation of Intelligent Scanning ensuring automated matching of valid purchase orders to invoices	Ensure compliance with Financial Regulations in respect of raising purchase orders. Reduction in time taken to process invoices received. Effective internal control and reduction of paper invoices	Civica	Chief Accountant September 2020	Efficiency expected with improved speed and accuracy of processing
NEW	Review the Icon Finance System*	ICON ownership needs to be established. Technical Issues require resolving.			Resourcing of service
FP1922_05	Determine the Council's procurement approach to ensure that it meets needs and objectives	Review current procurement arrangements to ensure that the Council has sufficient expertise to maintain compliance with regulations.	To be determined	Head of Finance Services Chief Audit and Control Officer September 2020	May require additional resources – Impact to be determined.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	Undertake procurement exercise for banking service provider (including change of provider if required)	Effective banking service meeting all statutory and corporate procurement and other requirements	Banking services provider(s) and specialist advisors	Head of Finance Services March 2021	Dependent upon outcome of tender exercise
NEW	Roll-out of the refreshed Procurement and Commissioning Strategy to key stakeholders once adopted	Ensure that stakeholders are informed and aware of their obligations when purchasing and contracting on behalf of the Council.		Chief Audit and Control Officer Procurement and Contracts Officer July 2020	Opportunities for savings and efficiencies may be achieved through effective procurement.
NEW	Continue to develop a contract management framework for adoption across the Council.	Establishing a corporate contract management framework to include performance management arrangements/reporting.		Chief Audit and Control Officer Procurement and Contracts Officer July 2020	Opportunities for savings and efficiencies may be achieved through effective contract management.
NEW	Continue to develop the existing Internal Audit collaboration with Erewash Borough Council	Establishing a more formal arrangement and structure for delivery of resilient internal audit services at the two authorities.	Erewash Borough Council	Chief Audit and Control Officer December 2020	Further resilience, efficiency and opportunity for nominal income generation achieved through collaboration.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Legal Services					
LA1821_02	Progress the completion of First Registration of Council owned Land	Achieve 100% registration of unregistered Council land	Land Registry	Chief Solicitor and Deputy Monitoring Officer March 2021	May require additional resources
LA1922_02	Rewrite the Council's Constitution	Update the Council's Constitution to reflect the Council's day to day business	Chief Officers Democratic Services	Head of Legal Services June 2020	
NEW	Develop a robust reporting framework in the Legal Case Management System	Create report templates to enable management of caseloads and effective reporting.		Head of Legal Services April 2020	
NEW	Create templates/ precedents in the Case Management System to improve efficiency	To create templates for internal and external communication		Head of Legal Services June 2020	
NEW	Embed an effective joint Debt Recovery Service to continue to reduce levels of debt.	For management of debts to remain with the section within which the debt was raised. Debt recovery and collection to only be undertaken by Legal Services when court action required.		Head of Legal Services Head of Revenues and Benefits June 2020	May require additional resources to undertake the task
Administrative Services					

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
DEM1922_01	Roll out phase 2 of the committee management system	More efficient and effective production and distribution of agendas and improved website information		Head of Governance June 2020	Phase 1 completed January 2018 resulting in improved efficiencies. Development work on accessible documents complete. Programme in development to produce reports internally through the management system.
DEM1518_02	Transfer of land charges function to Land Registry	Fully electronic register and successful transfer to Land Registry		Head of Administrative Services January 2021	Some of the land searches function will remain with the Council but no income will be received. The level of funding from the government to compensate is unknown at this stage
DEM1518_01	Community Governance Review	Revision of all parish boundaries so that existing anomalies are removed wherever possible		Head of Administrative Services December 2021	Work will commence in September 2020. The review will focus on the Broxtowe Constituency area only and enable any changes to parish boundaries in the Ashfield Constituency area to be made in light of any parliamentary boundary changes.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
DEM 1923_01	Implementation of the canvass reform	Successful implementation of the new canvass process in 2020.		Head of Administrative Services December 2020	Within existing budgets
Human Resources					
HR1720_01	Introduce 6 new online Broxtowe Learning opportunities	Expand the range of opportunities to develop employee skills	Learning Pool	Learning & Development Coordinator March 2021	Within existing budgets
HR1417_03	Review payroll processes to include the introduction of e-forms and expand employee self-service system	Streamlining of processes, reduced paperwork and achievement of efficiencies for employees and managers	Frontier Software	Payroll Manager March 2020	E forms for mileage and expenses claims introduced April 2018 improved efficiency.
HR1922_01	Achieve Level 3 (Leader) Status for Disability Confident Employer Scheme	Become a champion within local/business communities in terms of appointing, keeping, and developing disabled employees	Department for Work and Pensions	HR Manager March 2021	Within existing budgets

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	Produce Organisational Development Strategy	Promoting the well-being of employees; empowerment and active engagement of employees in the vision and mission of the organisation; developing top level performance; developing skills in attracting retaining and developing talent and succession planning.	December 2020	Head of Public Protection	Within existing resources
NEW	Introduce adequate data capture methods to allow production of new performance information from the People Strategy	Up to date reliable data is available to inform the themes within the People Strategy	Internally	HR Manager June 2020	Within existing budgets
Council Property					
CP1620_03	Implement the asset Management Plan 2016-21	Increased income from commercial assets and maximum efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager April 2021	Rental levels are reviewed at lease renewal and new tenant stages to maximise income.
NEW	Introduce a replacement asset management plan for 2021 to 2026.	Increased income from commercial assets and maximum efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager December 2020	

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Budget Implications				
Reduction in general HR training budget	-	(5,000)	0	0
Efficiencies Generated				
Reduction in Staff absences (notional)		5,000	5,000	5,000
New business/increased income				
xx	xx	0	0	0
Net Change in Revenue Budgets		(5,000)	(0)	(0)

6. SUMMARY OF KEY RISKS

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

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
Failure to obtain adequate resources to achieve service objectives	Yes – Risk 2 - Failure to obtain adequate resources to achieve service objectives	Regular updating of Medium Term Financial Strategy and pursuing actions within various strategies including Commissioning and Procurement Strategy, Capital Strategy and Asset Management Strategy
Failure of financial management and/or budgetary control	Yes - Risk 8 - Failure of Financial Management and/or budgetary control	Production of monthly budgetary control reports (revenue/capital) plus reviews of systems and processes by Internal Audit
Not complying with domestic or European legislation	Yes – Risk 7- Not complying with domestic or European legislation	Interpreting and advising on the application of all new legislation and using external support (specialists, professional bodies, networks etc) where appropriate
Inability to attract or retain key individuals or groups of staff	Yes – Risk 21 - Inability to attract or retain key individuals or groups of staff	Review reasons why staff are leaving and seek ways to minimise any impact. Collate and analyse additional data from those employees leaving the organisation.
High levels of sickness absence	Yes – Risk 19 - High levels of sickness	Regular review of sickness absence levels at senior level ensuring Council processes are followed. Additional training provided through BLZ and review of Attendance Management Policy.
Natural disaster or deliberate act which affects major part of the authority	Yes – Risk 15- Natural disaster or deliberate act, which affects major part of the Authority	Reviewing, testing and updating various plans

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

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Finance Services				
FP1922_01	Produce final accounts by end of May	Staff absences or other work demands impacting on ability to meet deadlines	7- Not complying with domestic or European legislation	Final accounts timetable re-written and tasks brought forward where possible
FP1922_02	Implement web based Financial Management Software	Staff absences or other work demands impacting on ability to meet deadlines	20 - Lack of skills and or capacity to meet increasing initiatives and expectations	Detailed plans and training provided by software provider.
FP1922_03	Introduce Intelligent Scanning to all Departments	Staff absences or other work demands impacting on ability to meet deadlines	20 - Lack of skills and or capacity to meet increasing initiatives and expectations	Detailed plans and training provided by software provider.
Legal Services				
NEW	Embed an effective joint Debt Recovery Service to continue to reduce levels of debt.	The debt owed to the Council may increase if debt recovery processes are not maintained.	Risk 9 - Failure to maximise collection of income due to the Council	Cross Departmental discussions are ongoing to ensure the level debt is managed effectively.
NEW	Develop a robust reporting framework in the Legal Case Management System	Legal cases are not managed efficiently that could result in delays and backlogs	20 - Lack of skills and or capacity to meet increasing initiatives and expectations	Templates and Reports are being designed to maximise usage of the Case Management System

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Administrative Services				
DEM 1518_01	Implementation of committee management system	System does not deliver the anticipated benefits	2 - Failure to obtain adequate resources to achieve service objectives	Implementation plan including testing and training
DEM 1518_02	Transfer of land charges function to Land Registry	Funding from Government will not cover the loss of income	2 - Failure to obtain adequate resources to achieve service objectives	Include within Medium Term Financial Strategy
Human Resources				
NEW	Produce and implement new Organisational Development Strategy	Failure to produce and implement could impact on staff engagement levels and effectiveness of service delivery	20 - Lack of skills and/or capacity to meet increasing initiatives and expectations 21 - Inability to attract or retain key individuals or groups of staff	Ensure new strategy reflects corporate objectives, is fit for purpose, communicated across the workforce and to members, and is adequately monitored.
NEW	Introduce adequate data capture methods to allow production of new performance information from the People Strategy	Failure to implement would seriously impact on review of the People Strategy and as a result, undermine its value.	1 - Failure to maintain effective corporate performance management	Ensure adequate data capture methods are introduced and utilised.

ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2020–2023

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan priorities.

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

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

The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.

The Council's Values are:

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

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

Housing – A good quality home for everyone

Business Growth – Invest in our towns and our people

Environment – Protect the environment for the future

Health – Support people to live well

Community Safety – A safe place for everyone

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

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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
ICT <i>at a glance</i> leaflets	Provides policy / service information about ICT Services in an easily digestible format.	Reviewed annually updated as necessary	ICT & Business Transformation Manager
ICT Business Continuity Plan	Outlines the procedures to enable the Council to recover the ICT service where a partial or complete loss of equipment has taken place	Reviewed/tested annually updated as necessary	ICT & Business Transformation Manager
ICT Services Strategies	These strategies are based on the ITIL principles including for example Change, Problem, Incident, Capacity, Availability, Continuity, and Service Management. They are emerging strategies that remain live and are adjusted as necessary to changing threat and risk levels.	Reviewed annually updated as necessary	Assistant ICT Manager
ICT Strategy	Determines the direction and timescales in which the Council will develop its ICT facilities	March 2021	Chief Information Officer
ICT Security Guide	Describes security measures that are in place and the procedures to be followed to ensure the security of the ICT function	Reviewed annually updated as necessary	Assistant ICT Manager
Policy Centre	Acts as a repository for all ICT and Information Security Policies	Reviewed annually updated as necessary	ICT & Business Transformation Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Project Centre	Provides guidance and standard templates in support of effective project management for all Council projects.	Reviewed annually updated as necessary	ICT & Business Transformation Manager
ICT Technical Architecture	Sets out the technical strategy and standards for the development of the Technical Infrastructure Architecture	Reviewed annually updated as necessary	Assistant ICT Manager
Information Management Strategy	Provides the framework for the Council to introduce effective Information Management arrangements to ensure that information assets are known, maintained, enhanced, shared, and used to inform decision making.	Reviewed annually updated as necessary	Chief Information Officer
Digital Strategy		Review annually updated as necessary	Strategic Directors

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
Business Transformation	
Business Transformation	To ensure that the Council is using technology to support/deliver service improvement and business transformation, to identify and realise business benefits both cashable and non-cashable
Development	
Development	To ensure the Council has the ability to support software solutions including integration and complex reporting. To provide capacity to develop solutions that meet the Council's business needs that are not commercially available or economically obtained.
Web Development and Content Management	To ensure the Council has a transactional website and intranet that provides an easy to navigate and up-to-date site. To continue to develop and maintain the Council's website and intranet, including the policing, editing and coordination of its contents. Managed by the Corporate Communications Manager.
ICT	
ICT Hardware / PCs	To implement and support PC service delivery. To support all areas of the Council including elected members in order to maximise PC knowledge
ICT Service Desk and Operations	To ensure corporate computer operations are timely, controlled and meet the requirements of the Business Continuity Plan. To provide operational support to ensure optimum service delivery
ICT Security	To provide ICT expertise to secure the Council's environment against such as Cyber threats
ICT Support	To provide ICT expertise to all areas of the Council and to elected members in order to facilitate service delivery. To develop and monitor the Council's network infrastructure. To maximise the availability of the network. To provide network expertise enabling controlled development to facilitate service delivery.

Service Areas covered by this Plan	Service Objectives
Information Management	
Information Management	Assuring the protection, integrity and retention of the authority's data and information assets ensuring legal compliance. Developing the supply and distribution of information (Business Intelligence) to improve decision making and efficient Service Delivery.
Partnerships	
Partnerships	To ensure that the Council is able to take opportunities that arise through partnership working to create efficiencies and improve service levels to our customers.
Portfolio Management	
Programme and Project Management	To ensure the Council has full programme and project management. To maximise ICT resources to enable the Council to successfully implement its facilities and plans. To ensure the Council's ICT processes comply with legislation

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
ITData_01	Service Desk support calls	7,095	5,076	5,677	Sourced from ICT Management KPI Statistics March 2018
ITData_02	Number of PC's	593	620	526	Sourced from Asset Register and corporate management systems (SCCM and AD)
ITData_05	Virus Attacks – Number of prepared or blocked instances of malicious or infected content	1,485	895	5,464	Sourced from ICT Management KPI Statistics March 2018
ITData_06	Number of security incidents recorded through ICT Service Desk	60	166	256	Sourced from security incidents recorded in service desk platform
ITData_07	Volume of emails received by the Council	1,123,712	1,111,346	1,139,660	Sourced from ICT Management KPI Statistics March 2018
ITData_08	SPAM – Volume of Spam emails intercepted	80,022	77,620	73,638	Sourced from ICT Management KPI Statistics March 2018
ITData_09	Software Upgrades successfully applied to the ICT application estate	32	43	27	Sourced from the release control spreadsheet
ITData_10	System Change Requests – Volume of change requests completed by ICT Services	205	206	171	Sourced from ICT Management KPI Statistics March 2018
ITData_11	Third Party Account Management Meetings	16	11	14	Based on number of account meeting minutes/notes recorded

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
ITData_12	Systems reviewed to ensure continued fitness for purpose	4	4	7	Sourced from System Review report 2018/19
ITData_13	Employee involvement in ICT, Business Engagement Events	36	34	25	Based on number of unique attendees at business account meeting. Based on minutes/ notes recorded.

Critical Success Indicators (CSI)

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Critical Success Indicators (CSI)								
System Availability	ITLocal_01	98.9%	97.7%	99.8%	99.5%	99.5%	99.5%	ICT & Business Transformation Manager
Virus Protection / Cyber Security	ITLocal_05	100%	100%	100%	100%	100%	100%	ICT & Business Transformation Manager

Performance Indicators

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Key Performance Indicators (KPI)								
Service Desk Satisfaction	ITLocal_02	98.0%	100%	100%	98%	98%	98%	ICT & Business Transformation Manager
BBSi Programme Completion	ITLocal_04	86.0%	100%	96.8%	100%	100%	100%	ICT Manager and Business Transformation Manager
Management Performance Indicators (MPI)								
Service Desk SLA	ITLocal_03	98.5%	97.3%	93.8%	94%	96%	98%	ICT & Business Transformation Manager

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21 – 2022/23 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

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

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Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT1920_01	<p>Digital Strategy Implementation</p> <p>Implementation of the technology and processes required to provide digital services our customers prefer to use by default.</p>	To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency.	Common Digital Strategy / Access Strategy adopted across partnership with common reporting tools implemented	Chief Information Officer	Includes leveraging the benefits the Audio Visual system to enhance democratic involvement, Microsoft Skype for Business, Planning portal including consultations functionality, Member case management tool, and developing the Council web site to maintain accessibility and improve the customer experience.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
IT1920_02	<p>ICT Security Compliance:</p> <p>PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments.</p>	<p>Compliance with latest Government and Payment Card Industry security standards.</p> <p>Ensure organisation is aware of Cyber Security threat vector and employees are trained accordingly.</p>	<p>ICT security solutions are researched/ implemented partnership wide.</p> <p>Shared learning re cyber incidents.</p>	<p>ICT & Business Transformation Manager</p>	<p>Training, Information Management Strategy, Membership of Cyber-security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management</p>
IT1920_03	<p>E-Facilities:</p> <p>Purchase/implement the necessary hardware and software to enable the development of the Council's Mobile Working approach and facilities. Include the initiation of pilot projects to trial available mobile working facilities across business functions. In subsequent years to enable the continued development of the e-facilities capabilities.</p>	<p>Implementation of Planning Portal including consultation functionality.</p> <p>Implementation of the proprietary Document Management Solution for the Planning System in order to support greater flexible working.</p> <p>Assist the delivery of the appropriate technology to support agile working.</p> <p>Support employees with the transition to more extensive use of mobile technologies and mobile working.</p>	<p>Systems have already been successfully implemented within partner organisations. Learning has been shared.</p>	<p>ICT & Business Transformation Manager</p>	<p>Estimated Costs. Business case and report to Committee will be required in order to obtain capital funding in the following years:</p> <p>2020/21 £40,000</p> <p>2021/22 £40,000</p> <p>2022/23 £40,000</p>

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	<p>New Ways Of Working</p> <p>Implement appropriate hardware and infrastructure to support agile working and leverage benefits from investment</p>	<p>To deliver a flexible working environment including monitors, laptops, soft phones, and audio visual arrangements. Enabling an agile</p>	<p>Learning from partner sites will inform approach</p>	<p>ICT & Business Transformation Manager</p>	<p>Costs built into replacement and Development Program and Technical Infrastructure</p> <p>Includes implementing Microsoft Officer 365</p>

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Budget Implications				
E-Facilities	IT1920_03	40,000	40,000	40,000
Efficiencies Generated				
Carbon reduction through replacement of hardware infrastructure with more efficient equipment solutions	N/A	(0)	(0)	(0)
Agile working will reduce carbon footprint through reduction of employee business mileage	N/A	(0)	(0)	(0)
Agile working will reduce carbon emissions through reduction of employee home to work mileage	N/A	(0)	(0)	(0)
Reduction in cooling for new data centre	N/A	(0)	(0)	(0)
New business/increased income				
	xx	0	0	0
Net Change in Revenue Budgets		(0)	(0)	(0)

6. SUMMARY OF KEY RISKS

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

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Replacement and Development:	Yes	Portfolio / Project management
2. ICT Security Compliance:	Yes	Portfolio / Project management
3. Information Strategy, Standards & Procedures:	Yes	Portfolio / Project management best practice standards, communication, and training

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

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
IT1920_01	Digital Strategy Implementation	Risk of lack of resources, technical skills and supplier facilities	Risk 2 - Failure to obtain adequate resources to achieve service objectives Risk 19 - High levels of sickness Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations Risk 21 - Inability to attract or retain key individuals or groups of staff	Training programme and early engagement with ICT suppliers, Portfolio/ Project management

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
IT2920_02	Replacement and Development programme	Resources (ICT), Budget, Employee Continuity	Risk 2 - Failure to obtain adequate resources to achieve service objectives Risk 10 - Failure of key ICT systems Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations	Portfolio / Project management
IT1920_03	Technical Infrastructure Architecture:	Resources (ICT), Budget, Employee Continuity	Risk 2 - Failure to obtain adequate resources to achieve service objectives Risk 10 - Failure of key ICT systems Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations Risk 21 - Inability to attract or retain key individuals or groups of staff	Third Party technical expertise, Portfolio / Project management
IT1920_14	ICT Security Compliance:	Resources (ICT), Technical Skills, Supplier facilities, Ongoing and increasing threat of cyber breach	Risk 2 - Failure to obtain adequate resources to achieve service objectives Risk 10 - Failure of key ICT systems Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations Risk 23 - Unauthorised access of data	Training, Information Management Strategy, Membership of Cyber-security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management

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REVENUES, BENEFITS AND CUSTOMER SERVICES BUSINESS PLAN 2020–2023

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan priorities.

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

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

The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.

The Council's Values are:

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

The Council's Priorities and Objectives for REVENUES, BENEFITS AND CUSTOMER SERVICES are 'provide an excellent customer focused service whilst maximising the Council's income collection':

- **Assist residents to be financially secure through advice or signposting**
- **Provide payment options to customers while further developing our preferred online options**
- **Ensure strong income collection is maintained**

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

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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
	financing planning, accounting policies and asset management.		Head of Finance Services
Corporate Debt Policy	Provides a statement of fairness and intent	On changes to relevant legislation	Head of Revenues, Benefits and Customer Services
Benefit Overpayments and Recovery Policy	Explains the service intentions when an overpayment of benefit has been made and the subsequent processes of recovery	On changes to relevant legislation	Head of Revenues, Benefits and Customer Services
Discretionary Rate Relief policy guidelines	Highlights the priorities for supporting business through discretionary rate relief and hardships relief. Provides guidance on the award of relief in the Enterprise Zone.	On changes to relevant legislation	Head of Revenues, Benefits and Customer Services
Local Council Tax Support Scheme	Sets out the rules governing the calculation and award of local council tax support.	Each year in January	Head of Revenues, Benefits and Customer Services
Council Tax Discretionary Discounts S13A Policy	Provides a set of guidelines for the creation of discretionary council tax discounts.	On changes to relevant legislation	Head of Revenues, Benefits and Customer Services
Service Level Agreement with Ashfield District Council	Sets out NNDR partnership agreement with Ashfield.	Reviewed five annually	Head of Revenues, Benefits and Customer Services
Customer Services Strategy	Summarise and set out the detail of the Customer Services Strategy.	September 2021	Head of Revenues, Benefits and Customer Services
Customer Services Training Strategy	Set out the Department's vision for maintaining and enhancing the skills and capabilities of staff.	Reviewed regularly	Head of Revenues, Benefits and Customer Services
Counter-fraud policy documents	Sets out the Council's approach to protecting its assets from	On changes to relevant	Deputy Chief

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
	fraud.	legislation	Executive Chief Audit and Control Officer
Council Tax Care Leavers Discretionary Discount	Sets out the Council's guidelines to assisting care leavers within the Borough through Council Tax reductions.	On changes to relevant legislation	Head of Revenues, Benefits and Customer Services
Service Level Agreement with Newark and Sherwood District Council	Sets out the Partnership in relation to Business Rates Property Inspectors.	Reviewed every two years.	Head of Revenues, Benefits and Customer Services

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
Revenues	
Revenue Collection	<p>Billing, collection and recovery of all the Council's locally raised revenues - Council Tax, Non Domestic Rates, Council Housing Rents and Sundry Debts.</p> <p>Work in partnership with Housing Officers to support tenancy sustainment while ensuring timely recovery of all rents due.</p> <p>Accurate and timely completion of the key government and pool returns: NNDR, CTB and QRC.</p> <p>Provide accurate financial and statistical data to the Council and Government.</p> <p>Canvass, inspect and process correspondence to maintain accurate records to support accurate and timely billing and recovery processes.</p> <p>Partner with the Citizens Advice Bureau to ensure the effective implementation of Universal Credit and support residents with debt issues.</p> <p>In line with the digital strategy deliver on line payment facilities that customers consider payment channels of choice.</p>
Benefits	
Benefits	<p>Assessing and paying Housing Benefit and Council Tax Support (CTS) in an accurate and timely manner.</p> <p>Provide benefit advice to members of the public.</p> <p>Calculating Housing benefit and CTS overpayments.</p> <p>Accurate and timely completion of the relevant Housing Benefit subsidy returns.</p> <p>Lead the Council's approach to welfare reform providing information training and technical briefings to members and senior management.</p> <p>Provide the single point of contact for liaison with the DWP's single fraud investigation service</p>

Service Areas covered by this Plan	Service Objectives
Quality and Control	
Quality and Control	<p>Bill, collect and recover all Sundry Debts owed to the Council.</p> <p>Manage the claim and assessment process for Discretionary Housing Payments (DHP).</p> <p>Prepare and represent the council at Appeal Tribunals and DHP member panels.</p> <p>Provide key relevant financial reconciliations.</p>
Customer Services	
Customer Services	<p>Be the Council's first point of contact for face-to-face and telephone contact</p> <p>The provision of effective customer access channels, with emphasis on channel shift through automation and enabling of online self-service</p> <p>The provision of inbound telephony services and face to face interviews for a range of high volume services</p> <p>Improving the quality of transactions by increasing the percentage of enquiries answered at first point of contact, reducing queuing and average handling times and increasing the range of services provided.</p>
Legal Services	Provide support with resolving debt collection where the legal process is required to be followed to recover debt
Housing	Assist tenants to remain in their homes working together with the Financial Inclusion Team to ensure financial stability.
Rent	Work with the Tenants Sustainability and Inclusion Officer to enable tenants to remain in their home and manage rent payments.

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
Revenues and Benefits					
FRLocal_10 NEW	Total Council Tax Collected	£56.7m	£59.4m	£62.6m	Expected collection falls in line with the increase in charge
FRLocal_11 NEW	Total Business Rates Collected	£25.5m	£26.0m	£26.5m	Expected collection falls in line with the increase in charge
FRLocal_12 NEW	Total Sundry Debtors Collected	£3.0m	£4.1m	£4.2	Expected collection falls in line with the increase in charge
FRLocal_13 NEW	Total Council Tax Liability Orders granted	2,646	2,507	2,437	The continued reduction in Liability Orders granted shows the improved work on collection before court action.
FRLocal_14 NEW	Total Business Rates Liability Orders granted	134	139	115	The continued reduction in Liability Orders granted shows the improved work on collection before court action.
FBDData_01	Total support/benefit paid	£28.41m	£27.38m	£26.3m	Reduction is related to a reduction in Council tenant rents of 1% and the gradual introduction of Universal Credit
FBDData_03	Benefit claims received	3,705	3,288	2,586	With the roll out of Universal Credit, the Council expects to see this reduction continue
FBDData_11	Changes of Circumstances received	37,572	37,361	32,657	With the roll out of Universal Credit, the Council expects to see this reduction continue

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
FBDData_07	Applications for DHP	335	397	381	Proactively targeting customers that would benefit from Discretionary Housing Payments
FBDData_09	Appeals received	31	16	3	Reduction as a result of greater clarity over decisions.
Customer Services					
CSDData_01	Calls offered (<i>Total demand for calls, i.e. those answered and abandoned in both the Contact Centre and in the back offices</i>).	118,403	118,218	115,816	There is a reduction in demand in line with the anticipated demand in calls for Council Tax, Housing Rents and Refuse collection services and the introduction of on online forms.
CSDData_02	Calls Answered	81,809	90,192	79,800	Calls in to the Contact Centre have increased in line with the services provided. There was a staffing issue during 2018/19 that contributed to this.
CSDData_06	Calls de-queued to the back office	29,056	28,117	27,306	New procedures will see a significant reduction in this in the coming years.
CSDData_07	Calls de-queued to the back office abandoned	18,228	15,954	19,927	During 2018/19 a significant change was made to queuing arrangement between the front and back office from Nov18 performance has improved and is expected to continue to improve.
CSDData_08	Face-to-face visits offered	5,330	4,504	3,049	Increased Customer Service Officer presence on reception has resulted in less enquiries being passed through to the Contact Centre to deal with.

Critical Success Indicators (CSI)

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Council Tax collected in year %	BV9	98.5%	98.5%	98.5%	98.55%	98.55%	98.55%	Head of Revenues, Benefits and Customer Services Performance is in line with target
Non-domestic rates collected in the year %	BV10	98.7%	98.8%	99.1%	99.1%	99.1%	99.1%	Head of Revenues, Benefits and Customer Services Performance is in line with target
% of DHP contribution compared to DWP grant	FRLocal_15 NEW	97.2%	95.4%	95.3%	100%	100%	100%	The value of DHP has increased since 2016/17 but is expected to reduce in future years.
Number of online payment transactions to the Council	CSLocal_ NEW	62,262	64,387	67,541	69,000	70,000	71,000	Head of Revenues, Benefits and Customer Services Online transactions continue to increase in line with customer expectation.

Performance Indicators

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Key Performance Indicators (KPI)								
Average time to process Benefit claims (days)	BV78a	14	13	11.4	10	9	9	Head of Revenues, Benefits and Customer Services Performance continues to improve reflected in the 2018/19 average of 11.4 days
Average time to process Benefit change of circumstances	BV78b	5.9	5.0	3.9	4	4	4	Performance continues to improve reflected in the 2018/19 average of 3.9 days
HB Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding	BV79b(ii)	27.8%	29.3%	29.0%	30%	30%	30%	Significant improvements have been made in this area which is reflected in the percentage performance improvement.
Calls handled (<i>Answered in Contact Centre</i>)	CSDData02	81,809	84,068	79,800	79,000	78,000	77,000	With an increase in online capability, it is expected that demand will reduce in future.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Management Performance Indicators (MPI)								
Council tax payers paying by Direct Debit %	FRLocal_01	70%	71%	71%	72%	73%	73%	This continues to increase and is currently above 70%
Council tax written off as 'not collectable' as a proportion of the gross debit	FRLocal_06	0.24%	0.35%	0.36%	0.30%	0.30%	0.30%	All possible recovery options attempted before writing off.
NNDR written off as not collectable as a proportion of the gross debit %	FRLocal_07	0.30%	0.5%	1.0%	0.50%	0.50%	0.45%	All possible recovery options attempted before writing off
Housing Benefit Overpayments written off %	BV79Biii	5.30%	6.56%	7.46%	6.5%	6.0%	6.0%	All possible recovery options attempted before writing off
Recoverable HB Overpayments that are recovered during period %	BV79Bi	79.8%	84.1%	106.0%	85%	87%	89%	Recovery is based on the total amount recovered during the year, and includes amounts carried forward from previous years, leading to the improved figure of 106% for 2018/19
Outstanding sundry debtors at year end	FPLocal_10	£1.58m	£1.46m	£698k	£670k	£650k	£650k	Significant work undertaken in this area to actively manage the outstanding debt since Debtors were transferred to the Quality and Control Team,
Sundry debtors collected in year as a proportion of the annual debit	FPLocal_02	80.5%	83.2%	83.5%	85.0%	87.0%	87.0%	Challenging targets have been set to ensure this performance continues to improve.

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21 – 2022/23 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

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

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Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
RBCS 1620_01	Manage the introduction of Universal Credit (UC)	Transfer of working age HB claims to UC will be administered by the DWP	Other Council Departments, system suppliers and DWP	Head of Revenues, Benefits and Customer Services March 2022	The roll out of UC continues and will reduce the amount paid out by Broxtowe Borough Council. This will impact on the Subsidy amounts that can be claimed.
RBCS 1620_06	Update the Council’s face to face customer contact experience	Devise appropriate ways to handle visitors to the new reception in the council offices	Work with partners and other council departments.	Head of Revenues, Benefits and Customer Services April 2020	Implementation is partly dependent on progress of the New Ways of Working Project and the availability of finance to make physical changes to reception

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
RBCS 1922_03	Single Person Discount Review	To review cases of SPD where it is considered the discount is no longer applicable	A Countywide project using the National Fraud Investigation Premium Service	Head of Revenues, Benefits and Customer Services December 2020	The Single Person Discount Review will cost the Council approximately £4,600 with 92% of the charge being paid by the other precepting authorities. It is expected to generate approximately £35,000 additional charge of which Broxtowe receive 8%.
NEW	Business Rates Review	To review the relevant Rateable Value of Businesses.	Working with Newark and Sherwood Analyse Local to review the Rateable Values	Head of Revenues, Benefits and Customer Services November 2021	<p>The contract with Newark and Sherwood District Council will cost £20k per annum.</p> <p>Analyse Local will charge a 10% of any Rateable Value that they identify as an increase. Any amounts payable will be linked to an increase in the Business rates collectable.</p> <p>Analyse Local will also provide software that will allow greater analysis of the Business Rates data at a cost of £2k per annum</p>
NEW	Institute for Customer	Become a member of the Institute for Customer	Work with the institute to	Head of Revenues,	Working with the institute to develop improved and greater

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
	Services	Services	become a corporate member	Benefits and Customer Services April 2021	efficiency on working practices.
NEW	Reduce telephone abandonment	Reduce the number of calls that are abandoned in the Contact Centre and in the back Office.	Working with all relevant departments to ensure telephones are answered in a timely manner	Head of Revenues, Benefits and Customer Services March 2021	Identify aspects of unavoidable contact and develop strategies to reduce the number of calls received.
NEW	Civica OpenPortal	Purchase and implement the Civica OpenPortal allowing greater online functionality for Revenues and Benefits Customers	Working with Civica	Head of Revenues, Benefits and Customer Services November 2020	The cost of the OpenPortal will be £10k and is required to replace the unsupported OpenAccess package that the Council has been using for Customer self-service.

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Budget Implications				
Single Person Discount Review	RBCS1922_03	£390	0	£390
Analyse Local (Business Rates Review)		*	*	*
Analyse Local (Analyse 9)		£2,000	£2,000	£2,000
Civica OpenPortal		£21,000	£2,000	£2,000
Institute of Customer Services Membership		£6,000	£6,000	£6,000
Reinvest savings from Customer Service system in VR				
Efficiencies Generated				
OpenAccess removal	xx	£2,000	£2,000	£2,000
Review processes in Customer Services to identify processes that could reduce calls				
New business/increased income				
Increase In Business Rates Rateable Values	xx	£200,000	£250,000	£300,000
Increase in Council Tax Charge as a result of Single Person Discount Review		£4,000	£4,000	£4,000
Net Change in Revenue Budgets		£176,610	248,000	276,610

* One off cost subject to businesses being identified in the business analysis identified for rate increase. Reward will be a percentage of the increase

6. SUMMARY OF KEY RISKS

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

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
Failure to mitigate the impact of the Government's welfare reform agenda	Yes - 16 - Failure to mitigate the impact of the Government's welfare reform agenda	The Council will continue to work with the DWP, MHCLG and CAB to ensure the Welfare Reform Agenda is implemented successfully for the people of the borough.
Corporate and/or political leadership adversely impacting upon service delivery	Yes - 18 - Corporate and/or political leadership adversely impacting upon service delivery	Working with GMT and political leaders to ensure that relevant guidance is given at appropriate times.

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

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
RBCS 1620_01	Universal Credit introduction	DWP will remove significant resources despite the Council still administering CTS and HB for pension age	16 – Failure to mitigate the impact of the Government's welfare reform agenda	Local Authorities must protect their interests to ensure sufficient employees and resources remain to provide service
RBCS 1620_01	Universal Credit introduction	Paying claimant direct will impact on rent and council tax collection.	16 – Failure to mitigate the impact of the Government's	More time, effort and money will have to be spent on collecting Council Tax and

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
			welfare reform agenda	Housing Rents
RBCS 1620_06	Update the Council's face-to-face customer contact	New reception arrangements do not develop as planned or do not facilitate effective operation of customer services	Risk 2 - Failure to obtain adequate resources to achieve service objectives	Involvement of key stakeholders in development of reception area
NEW	Business Rates Review	Conduct a thorough review of the Business Rates properties within the Borough	Risk 9 - Failure to maximise collection of income due to the Council	Working with Newark and Sherwood to provide Property Inspectors

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Report of the Deputy Chief Executive

GDPR TELEPHONE MESSAGE1. Purpose of report

To inform the committee of the legal requirement to include a statement regarding how the Council will handle personal data under the General Data Protection Regulation, which is included when calling the Council's main switchboard.

2. Detail

On 25 May 2018, the General Data Protection Regulation (GDPR) took effect. The new regulation requires organisations to give individuals certain information about how their personal data is collected and used. This must be done using a privacy notice.

A privacy notice is a document or recording that organisations give to individuals that describes the way their personal data is being collected and used. It also provides details to individuals about how they can exercise their rights under GDPR. It has two aims: to promote transparency and to give individuals more control over the way their data is used.

The Council has investigated how other Local Authorities in the area have utilised their own recorded privacy notice. This has identified five Council's, including Broxtowe Borough Council, in the Nottinghamshire area that have a similar message when telephoning their main switchboard number. The Council is also aware that one of those Local Authorities not currently providing a recorded privacy notice intends to correct this in the near future to ensure they are complying with their legal responsibilities.

The following Nottinghamshire Local Authorities have followed the same approach as Broxtowe Borough Council:

- Nottinghamshire County Council
- Rushcliffe Borough Council
- Newark and Sherwood District Council
- Ashfield District Council

The appendix details Broxtowe Borough Council and all the above Council's telephone messages.

Recommendation

The Committee is asked to NOTE the report.

Background papers

Nil

APPENDIX

GDPR Telephone Statements
Broxtowe Borough Council; 0115 917777

Length of welcome message: 1 Minute

“Hello and Welcome to Broxtowe Borough Council. Thank you for your call. Any personal information provided will be handled in accordance with the General Data Protection Regulations and any associated legislation. For further information about how we will use your personal data can be found on our website.

If you know the extension number you require please dial it now, or hold for other options. You can also visit our website at www.broxtowe.gov.uk.

For Telephone Payments, please press 1. If you calling about council tax, press 2. For benefits, press 4. For Waste and recycling, press 4. For housing repairs, press 5. To hear these options again press * or for all other services or to speak to one of the switchboard team please press 0.”

Nottingham County Council; 0300 500 8080

Length of welcome message: 1 minute 20 Seconds

“Welcome to Nottinghamshire County Council, our calls are recorded for monitoring and training purposes. Nottinghamshire County Council cares about our responsibility for the information you share with us and we would like to make you aware of our privacy statement, this can be accessed online at www.nottinghamshire.gov.uk/privacy but if you would like to hear more please press 0, however, if you wish to continue with your enquiry now please chose from one of the following options.

If you are a health or social care professional calling about adult social care, not including safe guarding matters, press 1. For adult enquires including carers, care payments, blue badges, occupational therapy and social care, press 2. For services relating to children and families including social care, schools, fostering or adoption and libraries, press 3. For births, deaths and marriages, press 4. And for roads and pavements, transport, waste and bus passes, press 5. For all other enquires press 6.”

Rushcliffe Borough Council; 0115 9819911

Length of welcome message: 38 Seconds

“Welcome to Rushcliffe Borough Council. Thank you for your call. Any personal information provided will be handled in accordance with the General Data Protection Regulation and any associated legislation. Further information about how we will use your personal data can be found on our website at www.rushcliffe.gov.uk/privacy.

If your call is regarding council tax or benefits please press option 1, for all other enquires please hold.”

Newark and Sheffield District Council; 01636 650000

Length of welcome message: 58 Seconds

“Welcome to Newark and Sherwood District Council. Making Newark and Sherwood cleaner, safer and greener. A place we are all proud of. Please be advised any personal information you provide during your conversation will be handled in

accordance with the council's responsibilities under the General Data Protection Regulation and any associated legislation. Further information can be found in our published privacy notice at www.newark-sherwooddc.gov.uk/yourcouncil/privacy or by pressing option 7.

For all payment options, please press option 2. For benefit enquiries, press option 3. For council tax, business rates or to discuss an overpaid housing benefit invoice, press option 4. For Newark and Sherwood homes including repairs, rent and lifeline, press option 5. For waste and recycling, press option 6 and for all other enquiries or if you do not have a touch screen phone, please hold."

Ashfield District Council; 01623 450000

Length of welcome message: 1 Minute 12 Seconds

"Welcome to Ashfield District Council. Please note your call may be recorded to improve the quality of service we provide. For information about how the council may use your data and to learn more about your rights please see the councils privacy statement at www.ashfield.gov.uk/privacy. If you are calling for assistance in accessing our services because of health or disability issues. Please press 0 on your keyboard. To speak to someone about council house repairs, please press 1. For council tax and benefits please, press 2. For waste and recycling including cleansing issues such as littering or fly tipping, press 3. For antisocial behaviour, issues with your landlord or concerns relating to environmental health, press 4. For pest control, press 5. For any other enquires or switchboard, please press 6."

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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.

Extra meeting – April 2020	<ul style="list-style-type: none"> • Feedback, ideas and options • Review of Council Finances • Capital Programme Update 2020/21 • Revenue Budget Variations 2020/21 • Performance Management – Review of Business Plan Progress – Support Service Areas • Grants to Voluntary and Community Organisations
9 July 2020	<ul style="list-style-type: none"> • Statement of Accounts Update and Outturn Position 2019/20 • Treasury Management Annual Report 2019/20 • Capital Programme Update 2020/21 • Revenue Budget Variations 2020/21 • Grants to Voluntary and Community Organisations • Grant Aid – Citizen’s Advice Broxtowe • Performance Management – Review of Business Plan Progress – Support Service Areas

<p>The Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.</p>
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Background papers

Nil

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