



Monday, 22 January 2024

Dear Sir/Madam

A meeting of the Overview and Scrutiny Committee will be held on Tuesday, 30 January 2024 in the Council Chamber, Council Offices, Foster Avenue, Beeston, NG9 1AB, commencing at 6.00 pm.

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

Yours faithfully

Chief Executive

To Councillors:	S Dannheimer (Chair)	J M Owen
	W Mee (Vice-Chair)	A W G A Stockwell
	E Williamson (Vice-Chair)	C M Tideswell
	H L Crosby	S Webb
	K Harlow	E Winfield
	H Land	K Woodhead
	R D MacRae	

A G E N D A

1. APOLOGIES

To receive apologies and to be notified of the attendance of substitutes.

2. DECLARATIONS OF INTEREST

(Pages 3 - 10)

Members to declare any interest as appropriate in respect of items to be considered at this meeting.

3. BUSINESS PLANS AND FINANCIAL ESTIMATES 2024/25-2026/27-HOUSING (Pages 11 - 48)

To consider proposals for business plans, detailed revenue budget estimates for 2024/25; capital programme for

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2024/25 to 2026/27; and proposed fees and charges for 2024/25 in respect of the Council's priority areas.

4. BUSINESS PLANS AND FINANCIAL ESTIMATES 2024/25-2026/27-BUSINESS GROWTH (Pages 49 - 78)

To consider proposals for business plans, detailed revenue budget estimates for 2024/25; capital programme for 2024/25 to 2026/27; and proposed fees and charges for 2024/25 in respect of the Council's priority areas.

5. BUSINESS PLANS AND FINANCIAL ESTIMATES 2024/25-2026/27-RESOURCES AND SUPPORT SERVICE AREAS (Pages 79 - 124)

To consider proposals for business plans, detailed revenue budget estimates for 2024/25; capital programme for 2024/25 to 2026/27; and proposed fees and charges for 2024/25 in respect of the Council's priority areas.

6. WORK PROGRAMME (Pages 125 - 128)

Committee is asked to approve its Work Programme, including identifying topics for scrutiny, that will help to achieve the Council's key priorities and associated objectives.

Report of the Monitoring Officer

DECLARATIONS OF INTEREST

1. Purpose of Report

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda. The following information is extracted from the Code of Conduct, in addition to advice from the Monitoring Officer which will assist Members to consider any declarations of interest.

Part 2 – Member Code of Conduct

General Obligations:

10. Interest

10.1 You will register and disclose your interests in accordance with the provisions set out in Appendix A.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of Members of the Council. The register is publically available and protects you by demonstrating openness and willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting which allows the public, Council employees and fellow Councillors know which of your interests gives rise to a conflict of interest. If in doubt you should always seek advice from your Monitoring Officer.

You should note that failure to register or disclose a disclosable pecuniary interest as defined in Appendix A of the Code of Conduct, is a criminal offence under the Localism Act 2011.

Advice from the Monitoring Officer:

On reading the agenda it is advised that you:

1. Consider whether you have any form of interest to declare as set out in the Code of Conduct.
2. Consider whether you have a declaration of any bias or predetermination to make as set out at the end of this document
3. Update Democratic Services and the Monitoring Officer and or Deputy Monitoring Officers of any declarations you have to make ahead of the meeting and take advice as required.
4. Use the Member Interest flowchart to consider whether you have an interest to declare and what action to take.
5. Update the Chair at the meeting of any interest declarations as follows:

‘I have an interest in Item xx of the agenda’

'The nature of my interest is therefore the type of interest is
DPI/ORI/NRI/BIAS/PREDETERMINATION
'The action I will take is...'

This will help Officer record a more accurate record of the interest being declared and the actions taken. You will also be able to consider whether it is necessary to send a substitute Members in your place and to provide Democratic Services with notice of your substitute Members name.

Note: If at the meeting you recognise one of the speakers and only then become aware of an interest you should declare your interest and take any necessary action

6. Update your Member Interest Register of any registerable interests within 28days of becoming aware of the Interest.

Ask yourself do you have any of the following interest to declare?

1. DISCLOSABLE PECUNIARY INTERESTS (DPIs)

A "Disclosable Pecuniary Interest" is any interest described as such in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and includes an interest of yourself, or of your Spouse/Partner (if you are aware of your Partner's interest) that falls within the following categories: Employment, Trade, Profession, Sponsorship, Contracts, Land, Licences, Tenancies and Securities.

2. OTHER REGISTERABLE INTERESTS (ORIs)

An "Other Registerable Interest" is a personal interest in any business of your authority which relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority; or
- b) any body
 - (i) exercising functions of a public nature
 - (ii) anybody directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of general control or management.

3. NON-REGISTRABLE INTERESTS (NRIs)

"Non-Registrable Interests" are those that you are not required to register but need to be disclosed when a matter arises at a meeting which directly relates to your financial interest or wellbeing or a financial interest or wellbeing of a relative or close associate that is not a DPI.

A matter "directly relates" to one of your interests where the matter is directly about that interest. For example, the matter being discussed is an application about a particular property in which you or somebody associated with you has a financial interest.

A matter “affects” your interest where the matter is not directly about that interest but would still have clear implications for the interest. For example, the matter concerns a neighbouring property.

Declarations and Participation in Meetings

1. DISCLOSABLE PECUNIARY INTERESTS (DPIs)

1.1 Where a matter arises at a meeting which **directly relates** to one of your Disclosable Pecuniary Interests which include both the interests of yourself and your partner then:

Action to be taken

- **you must disclose the nature of the interest** at the commencement of that consideration, or when the interest becomes apparent, whether or not such interest is registered in the Council’s register of interests of Member and Co-opted Members or for which you have made a pending notification. If it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
- **you must not participate in any discussion** of that particular business at the meeting, or if you become aware of a disclosable pecuniary interest during the meeting you must not participate further in any discussion of the business, including by speaking as a member of the public
- **you must not participate in any vote** or further vote taken on the matter at the meeting and
- **you must withdraw from the room** at this point to make clear to the public that you are not influencing the meeting in anyway and to protect you from the criminal sanctions that apply should you take part, unless you have been granted a Dispensation.

2. OTHER REGISTERABLE INTERESTS (ORIs)

2.1 Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests i.e. relating to a body you may be involved in:

- **you must disclose** the interest at the commencement of that consideration, or when the interest becomes apparent, whether or not such interest is registered in the Council’s register of interests of Member and Co-opted Members or for which you have made a pending notification. If it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
- **you must not take part in any discussion or vote** on the matter, but may speak on the matter only if members of the public are also allowed to speak at the meeting
- **you must withdraw from the room** unless you have been granted a Dispensation.

3. NON-REGISTRABLE INTERESTS (NRIs)

3.1 Where a matter arises at a meeting, which is not registrable but may become relevant when a particular item arises i.e. interests which relate to you and /or other people you are connected with (e.g. friends, relative or close associates) then:

- **you must** disclose the interest; if it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
 - **you must not take part in any discussion or vote**, but may speak on the matter only if members of the public are also allowed to speak at the meeting; and
 - **you must withdraw** from the room unless you have been granted a Dispensation.
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Dispensation and Sensitive Interests

A “Dispensation” is agreement that you may continue to participate in the decision-making process notwithstanding your interest as detailed at section 12 of the Code of the Conduct and the Appendix.

A “Sensitive Interest” is as an interest which, if disclosed, could lead to the Member, or a person connected with the Member, being subject to violence or intimidation. In any case where this Code of Conduct requires to you to disclose an interest (subject to the agreement of the Monitoring Officer in accordance with paragraph 2.4 of this Appendix regarding registration of interests), you do not have to disclose the nature of the interest, if it is a Sensitive Interest in such circumstances you just have to disclose that you have a Sensitive Interest under S32(2) of the Localism Act 2011. You must update the Monitoring Officer when the interest is no longer sensitive, so that the interest can be recorded, made available for inspection and published.

BIAS and PREDETERMINATION

The following are not explicitly covered in the code of conduct but are important legal concepts to ensure that decisions are taken solely in the public interest and not to further any private interests.

The risk in both cases is that the decision maker does not approach the decision with an objective, open mind.

This makes the local authority’s decision challengeable (and may also be a breach of the Code of Conduct by the Councillor).

Please seek advice from the Monitoring Officer or Deputy Monitoring Officers, if you need assistance ahead of the meeting.

BIAS

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. If you have been involved in an issue in such a manner or to such an extent that the public are likely to perceive you to be biased in your judgement of the public interest:

- a) you should not take part in the decision-making process
- b) you should state that your position in this matter prohibits you from taking part
- c) you should leave the room.

PREDETERMINATION

Where a decision maker has completely made up his/her mind before the decision is taken or that the public are likely to perceive you to be predetermined due to comments or statements you have made:

- a) you should not take part in the decision-making process
- b) you should state that your position in this matter prohibits you from taking part
- c) you should leave the room.

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Registerable Interests

These are interests that you are required to register in accordance with the Code of Conduct. They are interests that you would know about in advance of an item coming up (e.g. land you own) and you should have included them when filling in your register of interests.

What type of Registerable Interest do you have in this matter?

Disclosable Pecuniary Interests

These are any interests that are described as DPIs under the Code of Conduct and include both the interests of yourself and of your partner.

Other Registerable Interests

These are personal interests that relate to certain types of bodies that you may be involved in as set out in the Code of Conduct.

Does the matter directly relate to one of your Disclosable Pecuniary Interests?

No

Does the matter directly relate to the financial interest or wellbeing of one of your Other Registerable Interests?

No

Does the matter affect a financial interest or the wellbeing of yourself or of a friend, relative or close associate?

No

Yes

Yes

Is the financial interest or wellbeing affected to a greater extent than the financial interests or wellbeing of the majority of inhabitants?

No

Yes

Yes

Would a reasonable member of the public knowing all the facts believe that it would affect your view of the wider public interest?

No

Yes

You must:

- Disclose the interest;
- Not speak on the matter;
- Not participate in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

You must:

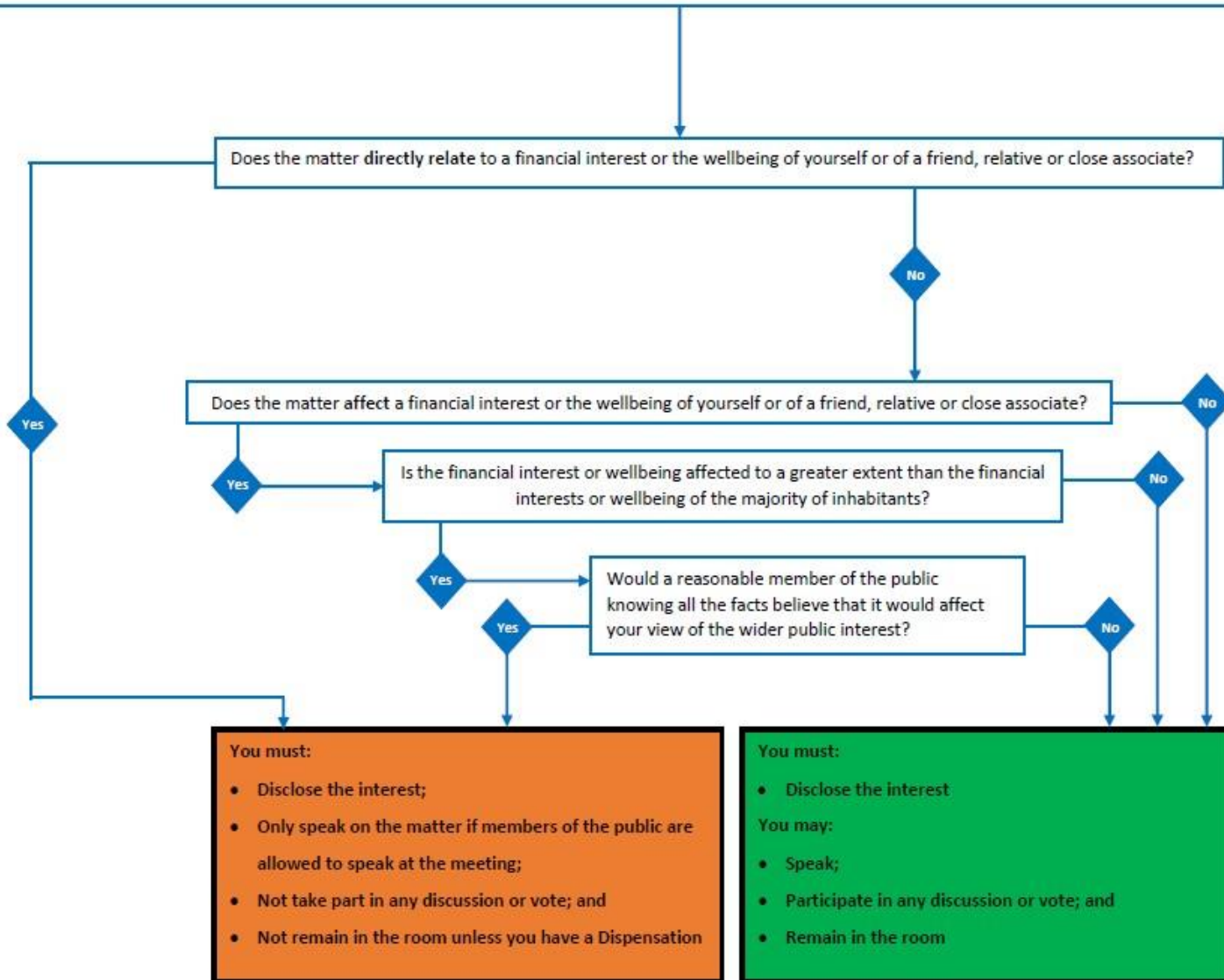
- Disclose the interest;
- Only speak on the matter if members of the public are allowed to speak at the meeting;
- Not take part in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

You must:

- Disclose the interest
- You may:
- Speak;
 - Participate in any discussion or vote; and
 - Remain in the room

Non-Registerable Interests

These are interests that you are not required to register but may become relevant when a particular item arises. These are usually interests that relate to other people you are connected with (e.g. friends, relatives or close associates) but can include your own interests where you would not have been expected to register them.



Joint Report of the Chief Executive and the Deputy Chief Executive

BUSINESS PLANS AND FINANCIAL ESTIMATES 2024/25 - 2026/27 – HOUSING1. Purpose of Report

To consider proposals for business plans, detailed revenue budget estimates for 2024/25; capital programme for 2024/25 to 2026/27; and proposed fees and charges for 2024/25 in respect of the Council's priority areas.

2. Recommendations

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

1. **Cabinet approves the Housing Business Plan.**
2. **Cabinet recommends to Council that the following be approved:**
 - a) **The detailed revenue budget estimates for 2024/25 (base).**
 - b) **The capital programme for 2024/25 to 2026/27**
 - c) **The fees and charges for 2024/25.**

3. Detail

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

An extract of the proposed Housing Business Plan is provided in **APPENDIX 1b**. The extract includes relevant critical success indicators (CSI), key performance indicators (KPI) and key tasks and priorities for improvement (actions) for approval by Members. The revenue and capital budget proposals for the corporate priority and relevant service areas, together with the proposed fees and charges, are provided in **APPENDICES 2a to 2c**.

4. Financial Implications

The comments of the Head of Finance Services were as follows:

Appendices 2a to 2c in this report outline the revenue and capital budget proposals for Housing and associated service areas, together with the proposed fees and charges.

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 6 February 2024 for consideration and recommendation onto full Council on 6 March 2024.

5. Legal Implications

There are no specific legal implications that arise from this report, as the suggested proposals are in accordance with relevant legislation, Council policy and procedures. The recommendation is within the Council's statutory and fiduciary powers.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Climate Change Implications

Climate change implications have been considered as part of the business planning and budget setting process.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

11. 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 Plan covering the priority area of Housing. The financial consequences of the business plan, 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 plan.

Within the Business Plan there are some key tasks which can be met from existing resources or which relate to policy preparation. These are not included in the key spending proposals detailed in the appendices. Any planned activities which will have a financial implication either by increasing costs or reducing income are identified in the budget papers.

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

All of these items will be the subject of further reports throughout 2024/25 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business Planning

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

This report deals with the Housing Business Plan and associated budgets covering this priority area. The Council's corporate objectives and aims, as included in the Corporate Plan, are shown at appendix 1a to provide the framework for consideration of the plans.

Financial Background

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

The revenue budgets show the 2023/24 revised estimates and the 2024/25 base estimates for the areas encompassed by the relevant business plans. The 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 2024/25 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of fuel. These allowances are guided by the best indications available at the time.
- b) Anticipated additional income within the General Fund and the Housing Revenue Account (HRA) arising from the review of fees and charges.
- c) The revenue effects of the 2024/27 capital programme including the cost of any new borrowing to support the capital programme.
- d) Any revenue developments.

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

- Employee Expenses – salaries and wages; employer’s national insurance and pensions contributions
- 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 and 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.

FRAMEWORK FOR BUSINESS PLANNING

The Corporate Plan 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 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
- Regulate Housing effectively and respond to housing need

HOUSING BUSINESS PLAN 2024/27

Introduction

An extract of the proposed Housing Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- Table of Financial Costs linked to Key Tasks [include or not]
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

The Business Plan details the projects and activity undertaken in support of the Corporate Plan priority of **Housing**.

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 the Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net additional homes provided (NI154)	267	306	332	430	430	430	Head of Planning and Economic Development
New Council houses built or acquired (HSLocal_39)	11	13	6	23	45	45	Housing Delivery Manager During 2022/23, six properties were acquired back into the Housing stock. This consisted of five 3 bed houses and one 2 bed flat. The delay in 2022 relating to surveys has now been resolved. A review of the process was undertaken to streamline it.
Overall satisfaction with the service provided (HSTOP_01)	80.0%	85.8%	70.7%	89%	85%	85%	Head of Housing Housemark year-end analysis of monthly pulse data based on UK wide peer group: <ul style="list-style-type: none"> • Q1 82.2; Median 76.2; Q3 71.6 Most landlords are having a decline in satisfaction rates. New target is still aiming for top quartile performance. Figure only available annually

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Gas safety (HSTOP_02)	99.20%	99.84%	99.41%	100%	100%	100%	<p>Housing Repairs and Compliance Manager</p> <p>During 2023/23, 4,187 out of 4,212 were serviced on time. 25 were completed out of compliancy.</p> <p>The process for gas servicing has now been reviewed and redesigned, with more early intervention and earlier escalation to Legal Services.</p> <p>Housemark year-end monthly pulse analysis for UK wider peer group:</p> <ul style="list-style-type: none"> • Q1 100; Median 99.99; Q3 = 99.87
Rent collected as a percentage of the rent owed (BV66a)	102.8%	100.9%	100.8%	99.0%	99.0%	99.0%	<p>Income and Housing Manager</p> <p>Achieved an arrears figure of £155,109 at year end which is a £25,375 reduction in arrears from the arrears figure outstanding at the end of March 2022 of £180,484.</p>

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted (HSlocal_42)	-	84.6%	71.3%	70%	70%	70%	Housing Operations Manager The Housing Options Team undertook housing advice interviews with a total of 479 applicants during 22/23. 353 of the housing advice interviews resulted in a homeless application being taken due to the applicant/s being homeless or threatened with homelessness within the next 56 days <ul style="list-style-type: none"> • One applicant was ineligible to access the homeless service. • 125 applications were placed at Early Intervention as they were not yet 56 days from Homelessness but would likely become homeless in the very near future. From the 352 homeless applications <ul style="list-style-type: none"> • 130 were accepted as being from applicants whom were already homeless • 115 of those have had their homelessness Relieved • 15 are owed a Relief Duty. Continued...

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
							<p>The three most common reasons for applicants presenting to the Housing Options Team as homeless or threatened with homelessness within 56 days in 2022/2023 were as follows:</p> <ul style="list-style-type: none"> • Family or friends no longer willing to accommodate. • Received a section 21 notice from a private landlord. • Non-violent relationship breakdown. <p>The three most common re-housing outcomes for applicants whom presented to the Housing Options Team as homeless in 2022/2023 were as follows:</p> <ul style="list-style-type: none"> • Secured an offer of social housing (• Secured a space in supported accommodation. • Secured an offer of privately rented accommodation with a private landlord.

KEY PERFORMANCE INDICATORS (KPI)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Supply of ready to develop housing sites (NI159)	100%	100%	100%	100%	100%	100%	Head of Planning and Economic Development
Residential Planning Commitments (DSData_20)	587	1,531	1,717	950	950	950	Head of Planning and Economic Development Significant increase due to conversion of former college site into multiple dwellings.
Homeless households housed outside of the Borough in temporary accommodation, over 7 days (HSLocal_40)	64	94	118	0	0	0	Housing Operations Manager 118 households were housed outside of the Borough in temporary accommodation for more than 7 days during 2022/23. There were delays in moving people on from our own temporary accommodation due to the lack of available ready to let properties. This delay created a bottle neck of applicants being in B & B for longer periods of time.
Affordable homes provided (NI 155)	38	40	68	85	85	85	Head of Planning and Economic Development
Void Rent Loss (HSLocal_03a)	-	-	-	£350k	£385k	£385k	Housing Operations Manager New indicator 2023/24. Target based on 2% of Income.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average Relet Time – General Needs (HSTOP_03)	37 days	54 days	88 days	20 days	20 days	20 days	<p>Housing Operations Manager</p> <p>In 2022/23, 243 General Needs properties were relet. The average time taken from the point of the previous tenancy ending to the point of a new tenancy commencing took on average 88 days.</p> <p>Improvements have been made in the last 6 months. Data analysis for Q3 and Q4 2022/23 calculated the relet time to be 70 days on average with 123 properties relet.</p>
Average Relet Time – Independent Living (HSTOP_03a)	114 days	132 days	170 days	40 days	40 days	40 days	<p>Housing Operations Manager</p> <p>In 2022/23, 155 Independent Living properties were relet. On average it took 170 days for the properties to be relet.</p> <p>With Independent Living properties, there is typically a higher refusal rate due to applicants preferring bungalow type accommodation. There is also a difficulty in letting Independent Living flats that are not on the ground floor due to the typical tenant having mobility concerns. This can result in properties being void and ready to let for longer periods of time compared to General Needs properties.</p> <p>Improvements have been made within the last 6 months. Data analysis for quarters 3 and 4 2022/23 calculated the relet time to be on average 118 days.</p>

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Reactive repairs - appointments kept (HSLocal_BM05)	97.8%	97.7%	96.2%	98%	98%	98%	Housing Repairs and Compliance Manager During 2022/23, 9,035 appointments were kept out of 9,395 appointments made. The reasons for the 360 not kept are as follows: <ul style="list-style-type: none"> • Sickness - 196 • Rearranged to attend emergency – 156 • Weather - 8
Electrical compliancy (HSLocal_29)	98.2%	73.2%	80.0%	100%	100%	100%	Housing Repairs and Compliance Manager The use of a contractor to carry out the electrical testing has meant that the compliancy figure remains steady and is slowly increasing month on month.
Legionella compliancy (HSLocal_33)	100%	100%	100%	100%	100%	100%	Housing Repairs and Compliance Manager Previously a MPI, has been included as a KPI due to the new Tenant Satisfaction Measures
Lift checks compliancy (HSLocal_42) (New)	-	-	-	100%	100%	100%	Housing Repairs and Compliance Manager New performance indicator 2023/24, part of the new Tenant Satisfaction Measures
Asbestos compliancy (HSLocal_43) (New)	-	-	-	100%	100%	100%	Housing Repairs and Compliance Manager New performance indicator 2023/24, part of the new Tenant Satisfaction Measures
Blocks and schemes with a Fire Risk Assessment (HSLocal_44) (New)	-	-	-	100%	100%	100%	Housing Repairs and Compliance Manager New performance indicator 2023/24

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
<p>Number of cases closed in the last 3 months where a property has been returned to occupation (HSLocal_11)</p> <p>This is the number returned to use with intervention from the Private Sector Housing Team; which may include at least one of the following actions:</p> <ul style="list-style-type: none"> • Correspondence by letter/ email/ meeting/ telephone with person responsible – this includes providing general or bespoke advice • Visit to assess property (external or internal) • referral to other department or other organisation (e.g. Building Control, NCC Highways, NCC deputyship team) • Enforcement action 	6	25	26	24	24	24	<p>Head of Environmental Health, Licensing and Private Sector Housing</p> <p>Review of PI undertaken 2023/24 - title refined further.</p> <p>Updated from "Identify six Private Sector dwellings each quarter to implement a plan to return into occupation"</p> <p>This PI includes the Policy Requirement to identify 5 properties where partnership working is required to resolve long standing issue preventing re-occupation.</p> <p>In addition, this covers the work in the Empty Properties Strategy.</p>

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2024/25 – 2026/27 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement 10 year housing new build delivery plan HS1922_02	Add to the social housing stock Produce affordable homes to rent	Partnerships with Registered Housing Providers and external consultants	Housing Delivery Manager December 2029	To be achieved through combination of use of capital receipts and commuted sums
Implement Asset Management Strategy 2022/25 HS2124_02.1	Plan to fully utilise assets held within the Housing Revenue Account	Current external contractors	Head of Asset Management and Development December 2024	Based on information from recent stock condition survey. Implementation commenced with an initial review of Scargill Walk / Hopkins Court undertaken to establish constraints and next steps. Social Housing Decarbonisation Fund (SHDF) funding bid successful to carry out works to Princes Street / Wellington Street. Modernisation programme continues.
Implement new processes and procedures for recharges HS2225_05	To increase income to the HRA	Work is completed in-house	Housing Repairs and Compliance Manager March 2025	Will increase income to the HRA. Not included in 2024/25 budgets, as likely to be quarter 4 before fully implemented.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan HS2225_07	To prevent homelessness and rough sleeping To offer support to those who experience homelessness	Partnership with Gedling and Rushcliffe Partnership with CAB and Broxtowe Youth Homelessness Partnership with commissioned services through Notts County Council or through the Rough Sleeper Initiative (RSI)	Housing Operations Manager March 2027	Ringfenced grant is received to provide statutory services to homeless people All actions included in the strategy can be delivered within the grant available
Energy Efficiency Schemes CP2326_01b	To achieve Carbon Neutral and all dwellings to be EPC level C or above	Midlands Net Zero Hub Submit Bids for various grants opportunities such as SHDF, HUG2, and ECO4	Head of Asset Management and Development 2027 in line with Council Net Zero Target	
Implement Housing Strategy 2024/27 HSG2427_01 (New)	To achieve actions to help support the corporate plan priorities, for all housing services including out landlord services	Improvements to be delivered in-house, with support from partner agencies	Head of Housing March 2027	Most actions can be completed using existing budgets. Actions in the later years of the strategy may require addition budget which will be considered each year as part of the business planning process.
Implement Housing Improvement Board Performance Improvement Plan HSG2427_02 (New)	To improve the services of the Housing Repairs and Capital Works team	Support required from interim external project management	Head of Housing Head of Asset Management and Development March 2025	Improvements in processes should achieve efficiency savings.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review the resource allocated to Private Sector Housing priorities including; HIMO licensing; Empty homes; Privately rented property standards; and Damp and mould enforcement (COMS2427_01) (New)	To ensure adequate resource is available to deliver private sector housing functions, in particular for damp and mould enforcement	Not Applicable	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer June 2024 for initial review	If additional staffing is required, there will be budget implications but this will be costed and a report of additional staffing needs produced.
To consider whether an additional licensing scheme for private rented dwellings would be appropriate (COMS2427_02) (New)	To determine whether the evidence exists to meet the criteria for the implementation of an additional property licensing scheme	Not applicable Procurement of support for evidence may be required	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer Initial scoping exercise by end March 2025	Resource for the scoping exercise would be required. If the recommendation is to introduce additional licensing, financial reports including fees and charges to support this function will be undertaken.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce a policy on HIMO licensing (COMS2427_03) (New)	To provide a framework to support the existing procedures for HIMO Licensing	Not applicable	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer September 2024	To be met within existing resources.

The shadowed rows indicate reduction impact on Climate Change and Green Futures.

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	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Budget Implications				
Implement Asset Management Strategy 2022/25 Key items include	HS2124_02.1			
<ul style="list-style-type: none"> Additional funding to commission updated asbestos management plans Procurement of external fire safety risk assessments and fire risk actions Electrical compliance work Decent homes standard capital works Heating and energy efficiency works 		£100,000	£100,000	£100,000
		£400,000	£400,000	£400,000
		£350,000	£350,000	£350,000
		£3,000,000	£3,000,000	£3,000,000
		£1,940,000	£1,940,000	£1,949,000
Commissioning of decarbonisation plan for public buildings		£15,600		
Housebuilding Programme – pipeline of approximately 110 affordable homes for social rent		approx. £18,868,000 capital over the period funded from capital receipts, Homes England Grant and borrowing.		
To consider whether an additional licensing scheme for private rented dwellings would be appropriate – resource for scoping exercise	COMS2427_02	£20,000		
Additional revenue resource requirement for disrepair work: 1 surveyor, one admin support and additional legal support		£83,000 (Approx.)	£83,000 (Approx.)	£83,000 (Approx.)

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Efficiencies Generated				
Reduced rent loss due to more efficient void management		£380 Rent loss (Approx.)		
Reduced rent arrears as a result of more efficient rent collection and financial inclusion support to tenants		£150,000 Rent arrears (Approx.)		
Reduced bed and breakfast accommodation funding required due to increase in temporary accommodation and reduced voids		£65,000		
New business/increased income				
increases to rent roll due to housing acquisitions and new builds		as per individual financial appraisals		
Homes England Grant funding towards acquisitions and new build development		£2,000,000 (Approx.)		
Devolution funding for retrofit works		£583,000		
Social housing decarbonisation fund funding for Princes Street	HS2124_02.1	£1,000,000		
Net Change in Revenue Budgets (Cashable only)		*Note	*Note	*Note

* Budget implications to be considered and confirmed once project business cases have been finalised.

APPENDIX 2a

FINANCIAL ESTIMATES 2024/25 – 2026/27**HOUSING GENERAL FUND – REVENUE BUDGETS**

Cost Centre	Revised Estimate 2023/24 £	Base Budget 2024/25 £
Hostel Accommodation	(23,000)	200
Homelessness (GF)	644,260	583,940
Housing Strategy	110,610	128,690
Lifeline and Miscellaneous Housing (GF)	(70,370)	(57,850)
Total	661,500	654,980

Classification	Revised Estimate 2023/24 £	Base Budget 2024/25 £
Employees	403,700	387,140
Premises	71,800	94,900
Transport	700	800
Supplies and Services	385,800	336,400
Third Party Payments	1,000	1,000
Corporate Recharges	292,650	333,890
Income	(494,150)	(499,150)
Total	661,500	654,980

The main changes in the 2024/25 budget for total net expenditure when compared with the 2023/24 revised estimate is primarily a consequence of the following items:

Service Area	Change (£)
Hostel Accommodation – An inflationary increase in repairs and maintenance and utilities.	23,200

Service Area	Change (£)
<p>Homelessness –</p> <p>A decrease of £17k on employees cost due to one less post being required (GF), however this is partially offset by an assumed 4% pay award in 2024/25.</p> <p>Around budgeted saving of £57k has also been estimated on bed and breakfast accommodation costs.</p>	(60,320)
<p>Housing Strategy –</p> <p>The HRA Housing Strategy and Performance cost centre recharges part of its net budget directly to the General Fund for services provided. An increase in the Housing Strategy budget, linked to pay inflation, has led to an increase in this recharge.</p>	18,080
<p>Lifeline and Miscellaneous Housing (GF) –</p> <p>An increase in estimated equipment costs of £10k is based on previous and actual spends to date and expected demand for 2024/25. This has been offset by an increase in fees and charges as agreed in the Business Strategy (£5k).</p> <p>There has also been an increase in central support costs and HRA related recharges of £7k due to base budgets rising in other service areas.</p>	12,520

HOUSING REVENUE ACCOUNT – REVENUE BUDGETS

	Revised Budget 2023/24 £	Base Budget 2024/25 £
Repairs & Maintenance	5,004,850	4,866,620
Supervision & Management	3,432,900	4,126,920
Special Services	2,323,400	2,489,910
Rents, Rates, Taxes and Other Charges	160,350	162,300
Depreciation & Impairment of Fixed Assets	4,617,000	4,777,900
Increase/Decrease in Impairment of Debtors	80,000	70,000
Total Expenditure	15,618,500	16,493,650
Dwelling Rents (Gross)	(16,972,400)	(18,535,470)
Non-dwelling Rents (Gross)	(289,000)	(279,000)
Tenants' Charges for Services and Facilities	(856,700)	(843,010)
Leaseholders' Charges for Services & Facilities	(94,300)	(110,250)
Other Charges for Services and Facilities	(4,000)	(8,500)
Total Income	(18,216,400)	(19,776,230)
Net Cost of Services	(2,597,900)	(3,282,580)
HRA share of Corporate and Democratic Core	442,540	487,780
HRA share of interest payable and similar charges including amortised premiums/discounts	2,674,500	3,210,320
HRA Investment Income	(84,700)	(177,400)
(Surplus)/Deficit for the Year on the HRA Income and Expenditure Statement	434,440	238,120
Capital Expenditure Funded by HRA Revenue	-	-
(Increase)/Decrease in HRA Balance	434,440	238,120
HRA Opening Balance	(2,968,659)	(2,534,219)
HRA Closing Balance	(2,534,219)	(2,296,099)

Classification	Revised Budget 2023/24 £	Base Budget 2024/25 £
Employees	5,269,650	5,455,650
Premises	815,050	834,610
Transport	164,800	181,400
Supplies & Services	2,931,900	3,055,350
Third Party Payments	806,050	862,350
Corporate Recharges	2,448,790	2,495,160
Capital Charges	7,291,500	7,988,220
Income	(19,293,300)	(20,634,620)
	434,440	238,120

An analysis of the major variances between the 2023/24 revised budget and the 2024/25 base budget is included in the table below. The 2024/25 base budget shows an increase in expenditure of £1.145m compared to the 2023/24 revised budget, whilst income has increased by £1.341m.

Service Area – Expenses	Change (£)
Changes in employee related costs across the HRA including the impact of the pay award in 2023/24 and the anticipated pay award estimated at 4% in 2024/25, salary increments and various establishment structure changes agreed in 2023/24.	186,000
A net increase in premises costs largely linked to price inflation.	20,000
An uplift in transport related expenditure due to an increase in fleet operating costs (e.g. mechanics pay, fuel and materials), a proportion of which is recharged to the HRA. This is partially offset by a forecast reduction in mileage expenses.	16,000
A net increase in supplies and services costs mainly due: <ul style="list-style-type: none"> The Council’s Insurance policy is currently out to tender and it is expected that premiums will increase significantly due to increased property sums insured linked to rebuild costs. The insurance recharge to the HRA has therefore been increased significantly for 2024/25 budget (£156k). A net increase in the sub-contractors’ budget based on forecast demand and an expected increase in fees (£74k). A new budget has been created following the Regulator of Social Housing introducing a mandatory charge for local 	123,000

Service Area – Expenses	Change (£)
<p>authorities (£35k).</p> <ul style="list-style-type: none"> • Waste disposal costs across Housing Repairs have been increased based on current and prior year spends (£25k). • An increase in the contingency budget to allow greater flexibility in the budget to respond to urgent issues (£20k). • An increase in the compensation budget following regulatory changes by the Housing Ombudsman (£15k). • A budget for the EPC project is included in the 2023/24 revised estimate. This one-off budget falls out of the 2024/25 base budget, although any budget underspend may be carried forward required (£100k). • Consultancy budgets across the HRA have been reduced as one-off budgets for specific projects included in 2023/24 are not replicated in the base budget for 2024/25 (£79k). • The materials budget for day-to-day repairs has been decreased based upon forecasted work required (£22k). 	
<p>Increases in third party payments relate to an increase in grounds maintenance recharges from the General Fund. These include maintaining HRA non-residential land, land at Independent Living accommodation and maintaining elderly residents’ gardens.</p>	56,000
<p>A net increase in recharges to the HRA for services from the General Fund including ICT, Finance, Legal, Human Resources, Health and Safety, Property Administration, Asset Management, Mechanics, Payroll, Creditors, Debtors, Internal Audit and Support Services.</p>	46,000
<p>There is a net increase in capital charges. This is because of an increase in depreciation following an increase in HRA dwelling values. There is also an increase in borrowing costs to the HRA based on forecast borrowing for Housing capital expenditure.</p> <p>This is partially offset by a decrease in vehicles and equipment depreciation, with some of these assets being fully depreciated in 2023/24 and therefore no further charges being necessary.</p>	697,000
Service Area – Income	Change (£)

Service Area – Income	Change (£)
<p>An increase in Housing Rents (Dwelling) income based upon:</p> <ul style="list-style-type: none"> • An opening stock of 4,353 properties; plus 68 acquisitions and new builds across 2023/24 and 2024/25; less 33 estimated sales (Right to Buy) across the two years equals a projected closing stock of 4,388 properties. • Add the impact of a 7.7% rent increase (September CPI+1% as allowed by Regulations). • Less projected void loss of £295,000. <p>See further commentary below for more details.</p>	(1,563,000)
<p>There has been a small reduction in forecasted Garage Rent income. This estimate is primarily based on actual income from 2022/23 and 2023/24 to date.</p> <p>It is also proposed that there would be no increase in garage rent charges in 2024/25 in order to keep charges in line with other suppliers.</p> <p>See further commentary below for more details.</p>	10,000
<p>A small reduction in Support Charges (tenants’ charges for services) estimated based upon previous actuals and forecast demand for services in 2024/25.</p>	9,000
<p>Other notable changes in HRA Income include:</p> <ul style="list-style-type: none"> • Investment income to increase in 2024/25 based on forecast interest rates, economic performance and cash flows. • A reduction in the estimated capital salaries recharged to the proposed capital programme in 2024/25. • A reduction in the amount charged by the HRA for General Fund related activities carried out by employees paid by the HRA. This has been reduced because of cost reductions in HRA services and is therefore not a ‘true’ loss of income as it is offset by cost reduction across HRA services. • A review of the recharge basis that took place in 2023/24 has resulted in a reduction of recharged income within the HRA. Again it should be noted that this is not a ‘true’ reduction in income as it was simply costs recharged from one HRA service to another so the reduction in income recharges is offset by an equivalent reduction in income expenditure. 	<p>(93,000)</p> <p>12,000</p> <p>36,000</p> <p>248,000</p>
<p>Overall increase/(decrease) in net expenditure compared to 2023/24 revised estimate</p>	<p>(1,196,000)</p>

Revenue Development

Housing Disrepair

In addition to the above changes to the base budgets, the Head of Housing has requesting the addition of a new revenue development in 2024/25 and potentially beyond. This budget would fund the addition of two new posts, namely a Disrepairs Inspector and a Disrepairs Assistant. It would also fund the work necessary to correct disrepairs and any compensation due to affected tenants.

The total development budget required is £634,300 and includes the cost of the two posts at £84,300, potential additional repair works at £200,000 and settlement and compensation at £350,000. A report was considered by Cabinet in January 2024 to request the addition of the new posts to the establishment.

Supplementary Comments to the Housing Revenue Account Budget

1. Special Services includes all costs associated with providing Independent Living accommodation. These services are shared with tenants within Independent Living sites. Special Services also includes the costs of providing a grounds maintenance service to elderly tenants within the general needs housing stock.

Housing Rents and Associated Income

2. Housing rents in 2023/24 were charged over a 48-week period, which is similarly the case for 2024/25.

In 2023/24 the Government limited by legislation the increase in HRA dwelling rents to 7%. For 2024/25 this has reverted back to the previous policy of limiting increases to September CPI plus 1%. An increase of 7.7% has therefore been applied. The amount of lost rent due to properties being empty has been provided in line with current performance.

It is imperative that the Council maintains the annual rent increases at the maximum allowable limit as the cost of maintaining, managing, building, and purchasing Council Dwellings increases significantly year-on-year and therefore any increase that is lower than the allowable limit, freeze, or decrease in rents puts the HRAs future sustainability at great risk.

Non dwelling (Garage Rents) Income

3. Some garage sites are currently being considered as sites for new build housing development. The process involved is complex and an effective date is difficult to determine for when garages would be demolished and new properties available for let. As this project develops, a re-assessment of garage income will need to be undertaken as part of financial project assessment.

Housing Revenue Account Business Plan

4. In previous years an element of the Housing Capital Programme is financed by direct revenue contributions from the HRA. It did however become evident in the preparation of the latest 30-Year HRA Business Plan (approved by Cabinet in December 2023) that in the short term at least, this revenue contribution is not sustainable. It is therefore proposed that no direct revenue financing contribution is made in 2023/24 and 2024/25 (and in future years) until the HRA can once again sustain this contribution without risking its financial stability.
5. The projected HRA closing balance at 31 March 2025 is £2.29m. This estimate does not include the impact of the requested Housing Disrepairs development budget. If this new budget was to be approved the balance as at 31 March 2025 would be £1.66m. The Council has set its minimum balance as £1 million. It is therefore important that the Council removes the HRA revenue contribution to capital financing and maximises rent income in order to ensure the financial viability of the HRA.
6. The HRA 30-year business plan was reviewed and refreshed in 2023/24 and duly approved by Cabinet in December 2023. Whilst this plan demonstrated that the HRA is financially viable over the 30-year period it was evident that careful financial management will be required to ensure the medium and long-term sustainability of the HRA.

APPENDIX 2b

HOUSING CAPITAL PROGRAMME

No.	Scheme	Estimated Total Cost £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Comments (also see narrative further below)
1	Disabled Facilities Grants (GF)	2,400,000	800,000	800,000	800,000	Level of grant funding still to be confirmed
2	Housing Modernisations	6,000,000	2,000,000	2,000,000	2,000,000	excludes capital salaries
3	Heating Replacements and Energy Efficiency Works	5,820,000	1,940,000	1,940,000	1,940,000	excludes capital salaries
4	Electrical Periodic Improvement Works	1,200,000	400,000	400,000	400,000	excludes capital salaries
5	Aids and Adaptations - Disabled Persons Works	1,155,000	385,000	385,000	385,000	excludes capital salaries
6	Pre Paint Repairs, Soffit and Fascia Renewal, and Redecoration	1,200,000	400,000	400,000	400,000	excludes capital salaries
7	Fire Safety Assessment and Remedial Work	1,050,000	350,000	350,000	350,000	excludes capital salaries
8	Window and Door Replacement	900,000	300,000	300,000	300,000	excludes capital salaries
9	External Works – Paths, Paving and Hard Standings	630,000	210,000	210,000	210,000	excludes capital salaries
10	Structural Remedial Repairs (including Damp)	450,000	150,000	150,000	150,000	excludes capital salaries
11	Major Relets	420,000	140,000	140,000	140,000	excludes capital salaries

No.	Scheme	Estimated Total Cost £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Comments (also see narrative further below)
12	Asbestos Surveys and Remedial Works	300,000	100,000	100,000	100,000	excludes capital salaries
13	Planned Maintenance Module (Capita)	100,000	50,000	25,000	25,000	excludes capital salaries
14	Capital Salaries – Capital Works	1,575,000	500,000	525,000	550,000	Total capital salaries to be reallocated to schemes at outturn
15	HRA Contingency	300,000	100,000	100,000	100,000	
	TOTAL	23,500,000	7,825,000	7,825,000	7,850,000	

HOUSING DELIVERY PROGRAMME CAPITAL PROGRAMME

No.	Scheme	Estimated Total Cost £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Comments (also see narrative further below)
1	New Build – Land at Bramcote Crematorium	9,368,000	2,500,000	2,500,000	2,093,000	Funded by S106, Homes England Grant and HRA Borrowing. Major scheme (£9.4m) covering five financial years from 2022/23 to 2026/27 - £2.275m budget in previous years.
2	Acquisition of Properties	4,200,000	1,400,000	1,400,000	1,400,000	Funded by RTB receipts
3	New Build – Chilwell and Watnall Garage Sites (including Inham Nook)	4,800,000	2,790,000	-	-	Funded by Homes England Grant and HRA Borrowing. Total scheme £4.8m with circa £2.0m budgets already in earlier years.

No.	Scheme	Estimated Total Cost £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Comments (also see narrative further below)
4	New Build – Field Farm	3,500,000	1,750,000	1,000,000	-	Major scheme funded by S106 contributions and HRA Borrowing. Total cost £3.5m with £750k budget already in earlier years.
5	New Build – Felton Close, Selside Court and Gayrigg Court	2,550,000	1,000,000	-	-	Funded by S106, Homes England Grant and HRA Borrowing. Total scheme increased to £2.55m with £1.55m budget already in 2023/24.
6	New Build – Chilton Drive	600,000	400,000	-	-	Funded by S106, Homes England Grant and HRA Borrowing. Total scheme £600k with £200k budget already in 2023/24.
7	New Build – Spring Close	600,000	400,000	-	-	Funded by S106, Homes England Grant and HRA Borrowing. Total scheme £600k with £200k budget already in 2023/24.
8	New Build - Housing Feasibility Costs	300,000	300,000	-	-	
9	Housing Delivery Plan Officer Posts	570,000	190,000	190,000	190,000	Capital Salaries
	TOTAL	26,488,000	10,730,000	5,090,000	3,683,000	

HOUSING CAPITAL PROGRAMME 2024/25**GENERAL FUND HOUSING**1. Disabled Facilities Grants (£800,000)

This budget is to provide grants to improve facilities for disabled people living in private sector dwellings. The budget is financed by Nottinghamshire County Council through the Better Care Fund.

HOUSING REVENUE ACCOUNT2. Housing Modernisation Programme (£2,000,000)

This project will continue the essential programme of work to ensure our housing stock meets the Government's Decent Homes Standard and the Council's own housing standards. It is important to protect assets and provide good quality homes in line with corporate priorities. The work includes kitchens, bathrooms, electrical upgrades, roof replacements, safety improvements, communal work, and associated internal/external finishes. The data from the stock condition survey will be incorporated with existing data and used in the development of a new asset management plan.

3. Heating Replacement and Energy Efficiency Works (£1,940,000)

To continue the programme of replacing obsolete and older gas and electric central heating systems with new and more energy efficient systems providing whole house heating. It will also improve insulation to dwellings including solid walls, micro cavities and lofts. It is anticipated that the new systems and insulation will significantly lower CO₂ emissions and result in lower energy bills.

4. Electrical Periodic Improvement Works (£400,000)

This budget will assist with compliance with the Institute of Electrical Engineers (IEE) Wiring Regulations (18th Edition). This includes the regular testing of all fixed installations within the Council's housing stock, including communal areas.

This will incorporate the replacement of consumer units in accordance with amendment 3 of the IIE's Wiring Regulations concerning fire safety. The opportunity will be taken to ensure that smoke detection meets the latest best practice including monitored systems.

5. Aids and Adaptations – Disabled Persons (£385,000)

To continue the essential work to the housing stock to provide targeted adaptations to assist tenants with disabilities. This important work ranges from

simple adjustments and replacements, to major adaptations including property extensions that allow residents to continue to live independently in their homes. All major works will be subject to an independent occupational therapist assessment and internal approval process.

6. External Pre-Paint Repairs, Soffit and Fascia Renewal and Redecoration Programme (£400,000)

A rolling the programme of external painting and pre-paint repairs to the housing stock. The programme will target external components including soffits, fascia, fencing, gates, rain water goods and outhouses that have deteriorated and are in need of repair or replacement. Existing retained painted surfaces will be redecorated including shared communal areas.

7. Fire Safety Assessment and Remedial Work (£350,000)

The introduction of the Regulatory Reform (Fire Safety) Order 2005 included for the first time a mandatory requirement for housing providers to carry out a fire risk assessments (FRA) on the communal areas of flats within its housing stock. This will identify fire risk assessment actions that will need completing and managing to ensure compliance. The Council is required to appoint a competent body to carry out all required a fire risk assessments and complete recommendations to remain compliant and keep residents safe.

The work can be complicated, time consuming and is specific to each property type. As the way the fire risk assessments are completed evolves further to meet the changing needs of legislation, so too will the focus of the work.

This budget will enable fire safety assessment work to continue and resulting remedial work to be undertaken.

8. Window and Door Replacement (£300,000)

The expenditure forms part of a programme targeting old external doors and any failing double-glazed windows. This will allow the Council to continue fitting high security composite doors and frames as well as new double glazed windows.

Both items were high on the residents' list of priorities and will help with the commitment to community safety. New installations will also help improve the energy efficiency of properties. Fire doors will be fitted where required.

9. External Works – Paths, Paving and Hard Standings (£210,000)

As well as owning its own housing stock, the Council also owns paths, paving and hard standings that service some of the stock. These areas have fixed useful lives beyond which they require either replacement or refurbishment. Surveys are

periodically carried out of the condition of these areas and this budget will enable the resulting required work to be undertaken. Recent additional car park surveys have highlighted further work.

10. Structural Remedial Repairs (£150,000)

To support essential work to the housing stock to prevent 'Non-Decency', meet the demands of 'Future Non-Decency' and maintain the good condition of the housing stock in line with the Governments Decent Homes Guidance. It is essential to protect the value of the Council's assets and its investment. There is also work recently identified during our stock condition survey for some of our non-traditional properties, all work contributes to the huge task of maintaining the Council's housing stock standards for now and into the future.

11. Major Relets (£140,000)

This budget is for extensive work to void properties that are in a serious state of disrepair in order to bring them to a suitable standard to be re-let as quickly as possible. The work can comprise of door replacements, bathroom and kitchen replacements, extensive plastering and other repairs.

12. Asbestos Surveys and Remedial Works (£100,000)

Legislation now places a greater responsibility upon property owners for the management, detection and removal of asbestos. This is intended to promote safety for both the occupiers of properties and any staff, contractors or other stakeholders that may be affected by this.

This budget will enable ongoing asbestos surveys to be undertaken in the Council's housing stock along with any accompanying work that may be considered necessary to support other project work. As well as seeking to ensure the safety of employees, contractors working on behalf of the Council, and tenants, this work may help to mitigate against possible future issues.

13. Planned Maintenance Module (Capita) (£50,000)

The key to a successful capital works programme, contractor management, customer compliance, VFM and compliance is having good quality, reliable and accurate component data. By investing resource in utilising and improving current data. Time and cost savings will be reflected across the department and organisation. Financial and contractor management will become easier and standardised and service level improvements will be made.

14. Capital Salaries – Capital Works (£500,000)

Previous arrangements of adding Capital Works capital salaries recharges to individual schemes causes issues when monitoring budgets. Capital Salaries are recharged as a separate budget item, with the recharge apportioned across the various assets when they are entered onto the Balance Sheet at year-end.

15. HRA Capital Contingency (£100,000)

This budget is intended to meet the cost of Housing Revenue Account related unexpected capital items that need to be addressed during the financial year.

HOUSING DELIVERY PROGRAMME – CAPITAL PROGRAMME 2024/25

1. New Build – Land at Bramcote Crematorium (£2,500,000)

This Housing Delivery Plan scheme would see the construction of 51 new homes on this Section 106 site in Bramcote. This will be a major scheme that will cover five financial years from 2022/23 to 2026/27. The scheme is taking time to progress as construction costs have increased since the land sale was agreed in 2021. Following ongoing negotiations with the developer, overall scheme costs have increased by £1.368m to £9.368m.

2. Acquisition of Properties (£1,400,000)

One of the work streams within the Housing Delivery Plan is the acquisition of existing properties, particularly in the north of the Borough, in accordance with identified need. This can include former right to buy properties where the Council has 'first right of refusal' if a property comes onto the market. This budget is intended to meet the cost of acquisitions throughout the year.

3. New Build - Chilwell/Watnall Garage Sites (including Inham Nook) (£2,790,000)

This Housing Delivery Plan scheme will see the construction of 15 new homes on the sites following demolition of the Inham Nook pub site and other garage sites. The major scheme totalling £4.8m has taken time to progress due to the detailed work required. Budgeted scheme costs have been increased by £350k following tender. Work commenced on site in 2023/24.

4. New Build - Field Farm (£1,750,000)

Construction of 26 new homes on this section 106 site in Stapleford. Scheme approved by Cabinet in May 2022 at £3.5m from 2022/23 to 2026/27.

5. New Build – Felton Close, Selside Court and Gayrigg Court (£1,000,000)

Construction of nine new homes across the three sites following demolition of the garages. Schemes have taken time to progress. Estimated scheme costs have increased by £450k.

6. New Build – Chilton Drive (£400,000)

This scheme would see the construction of two homes on the site following demolition of the garages. Scheme has planning permission but has taken time to progress. Report to Cabinet approved funding towards increased scheme costs with total scheme cost now £600k at with £200k budget already in 2023/24. Start on site likely February 2024.

7. New Build – Spring Close (£400,000)

This scheme would see the construction of two homes on the Spring Close site following demolition of the garages. The scheme has taken time to progress but planning permission has been granted. Report to Cabinet approved funding towards increased scheme costs with total scheme cost now £600k at with £200k budget already in 2023/24. Start on site likely February 2024.

8. New Build - Housing Feasibility Costs (£300,000)

This budget is for feasibility costs in respect of new build housing schemes as set out in the Housing Delivery Plan. This includes surveys and professional advice and services in relation to potential and current developments.

9. Housing Delivery Plan Officer Posts (£190,000)

This budget is to cover the costs of officers working directly on the Housing Delivery Plan. These include the interim Housing Delivery Manager, a Housing Acquisitions Officer, a post in Legal Services and part of the cost of the Head of Asset Management and Development.

APPENDIX 2c

HOUSING – REVIEW OF FEES, CHARGES AND ALLOWANCES

All fees and charges are quoted exclusive of VAT unless otherwise stated.

	Present charge 2023/24 £	Proposed charge 2024/25 £
Lifeline - Charge per week	3.93	4.13
Lifeline Plus - Charge per week	5.90	6.20
Guest Room - Room per night (includes VAT)	24.00	25.00
Temporary Accommodation (Daily Charge)		
50 Nether Street	18.50	18.50
52/54/56 Nether Street	16.25	16.25
Knapp Avenue	14.00	14.00
Plowmans Court	16.25	16.25
Management Charge		
Independent Living Scheme – Level 4	13.82	14.88
Independent Living Scheme – Level 3	13.30	14.32
Independent Living Scheme – Level 2	12.78	13.76
Independent Living Scheme – Level 1	11.05	11.90
General Needs Charge	1.50	1.62
Decorating Allowances <i>up to maximum as indicated</i>		
Electrical Rewire 1/2 Bed Flat	130.00	130.00
Electrical Rewire 2 Bed House	160.00	160.00
Electrical Rewire 3 Bed House	190.00	190.00
Electrical Rewire 4 Bed House	220.00	220.00
Partial Rewire/Decoration 1/2 Bed Flat	up to 110.00	up to 110.00
Partial Rewire/Decoration 2 Bed House	up to 130.00	up to 130.00
Partial Rewire/Decoration 3 Bed House	up to 160.00	up to 160.00
Partial Rewire/Decoration 4 Bed House	up to 180.00	up to 180.00

	Present charge 2023/24 £	Proposed charge 2024/25 £
Heating Installation where back boiler removed	up to 50.00	up to 50.00
Plastering Repairs (per room depending upon extent of damage)	between 20.00 and 50.00	between 20.00 and 50.00
Rechargeable Repairs Invoices (Admin Fee)	10%	10%
Resident Involvement Grants and Allowances		
Maximum start up grant for local tenant/leaseholder groups	160.00	160.00
Maximum training grant for tenants to attend approved courses	110.00	110.00
Maximum one off grant to local tenant/leaseholder groups for purchase of equipment	160.00	160.00
Maximum on-going grants for local tenant/leaseholder groups to match local fund raising £ for £ approved items	270.00	270.00
Travelling allowance rates for attendance at meetings, training sessions, seminars and conferences	Applicable casual car user allowances	Applicable casual car user allowances
Garages		
Garage tenant and leaseholder (per month)	40.85	40.85
Garage non-tenant (per month)	49.02 including VAT	49.02 including VAT

Joint Report of the Chief Executive and the Deputy Chief Executive

**BUSINESS PLANS AND FINANCIAL ESTIMATES 2024/25 - 2026/27
- BUSINESS GROWTH**1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2024/25; capital programme for 2024/25 to 2026/27; and proposed fees and charges for 2024/25 in respect of the Council's priority areas.

2. Recommendations

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

1. **Cabinet approves the Business Growth Business Plan.**
2. **Cabinet recommends to Council that the following be approved:**
 - a) **The detailed revenue budget estimates for 2024/25 (base)**
 - b) **The capital programme for 2024/25 to 2026/27**
 - c) **The fees and charges for 2024/25.**

3. Detail

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

An extract of the proposed Business Growth Business Plan is provided in **APPENDIX 1b**. The extract includes relevant critical success indicators (CSI), key performance indicators (KPI) and key tasks and priorities for improvement (actions) for approval by Members. The revenue and capital budget proposals for the corporate priority and relevant service areas, together with the proposed fees and charges, are provided in **APPENDICES 2a to 2c**.

4. Financial Implications

The comments of the Head of Finance Services were as follows:

Appendices 2a to 2c in this report outline the revenue and capital budget proposals for Business Growth and associated service areas, together with the proposed fees and charges.

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 6 February 2024 for consideration and recommendation onto full Council on 6 March 2024.

5. Legal Implications

There are no specific legal implications that arise from this report, as the suggested proposals are in accordance with relevant legislation, Council policy and procedures. The recommendation is within the Council's statutory and fiduciary powers.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Climate Change Implications

There are no climate change implications in relation to this report.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

11. 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 Plan covering the priority areas of Business Growth. 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 plan.

Within the business plans there are some key tasks which can be met from existing resources or which relate to policy preparation. These are not included in the key spending proposals detailed in the appendices. Any planned activities which will have a financial implication either by increasing costs or reducing income are identified in the budget papers.

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

All of these items will be the subject of further reports throughout 2024/25 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business Planning

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

This report deals with the Business Growth Business Plan and associated budgets covering this priority area. The Council's corporate objectives and aims, as included in the Corporate Plan, are shown at appendix 1a to provide the framework for consideration of the plans.

Financial Background

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

The revenue budgets show the 2023/24 revised estimate as of December 2023 and the 2024/25 base estimate for the areas encompassed by the relevant business plans. The 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 2024/25 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of fuel. 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 Capital Programme including the cost of any new borrowing to support the capital investment.
- d) Any revenue developments.

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification, which shows the following types of expenditure charged to each heading:

- Employee Expenses – salaries and wages; employer's national insurance and pensions contributions
- 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 and 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.

FRAMEWORK FOR BUSINESS PLANNING

The Corporate Plan 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 Priorities 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, Leisure & 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 **Business Growth** are ‘New and growing businesses providing more jobs for people in Broxtowe and improved town centres’:

- Develop and implement Area Regeneration
- Support Business Employment, Skills and Connectivity

BUSINESS GROWTH BUSINESS PLAN 2024/27Introduction

An extract of the proposed Business Growth Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

The Business Plan details the projects and activity undertaken in support of the Corporate Plan priority of **Business Growth**.

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 the Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

Critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

MEASURES OF PERFORMANCE (Extract)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Town Centre occupancy rates: (TCLocal_01)	91%	91%*	91%*	91%	91%	91%	Business Growth Manager Occupancy rates higher than national average and remaining steady. Data reported on a quarterly basis.
• Beeston	92%	92%*	92%*	95%	95%	95%	
• Kimberley	90%	90%*	90%*	93%	93%	93%	
• Eastwood	88%	88%*	89%*	93%	93%	93%	
• Stapleford	89%	89%*	92%*	93%	93%	93%	

KEY PERFORMANCE INDICATORS (KPI)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
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Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Major planning applications determined within 13 weeks (NI157a)	100%	90.3%	80.8%	92%	92%	92%	Head of Planning and Economic Development The Council proportionally only receives a few major applications so if a few are not determined within the timeframe the impact on performance can be stark. A few larger schemes have not been determined in the 13-week target window and subsequently the target has suffered.
Minor planning applications determined within 8 weeks (NI157b)	98.2%	93.9%	92.5%	94%	94%	94%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target. The government's threshold for performance is 70%
Other planning applications determined within 8 weeks (NI157c)	98.8%	97.3%	96.9%	98%	98%	98%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target The government's threshold for performance is 70%

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation (BV204))	27.8%	42.9%	55.6%	10.0%	10.0%	10.0%	<ul style="list-style-type: none"> • 2020/21 - 5 of 18 appeals allowed • 2021/22 - 6 of 14 appeals allowed • 2022/23 - 15 of 27 appeals allowed
Appeals allowed against refusals % (Committee overturns) (DSDData_18)	50.0%	75.0%	80.0%	10%	10%	10%	<p>During 2021/22 the number of applications refused at Committee overturning an approval was four and of these applications then appealed and allowed was three.</p> <p>In 2022/23 15 applications were overturned at Committee, with 12 then allowed on appeal.</p>

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2024/25 – 2026/27 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Bring forward the Greater Nottinghamshire Strategic Plan [Core Strategy] BG2023_05	Successfully steer the Strategic Plan through its examination process receiving a report recommending adoption from the appointed Planning Inspector	Neighbouring Local Planning Authorities in Greater Nottingham	Head of Planning and Economic Development Adoption is currently anticipated by end of 2025	Joint commissioning of studies on matters such as housing land needs, employment land needs and Gypsies and Travellers will create efficiencies in co-ordinated evidence gathering and with the progression of the neighbourhood plans. Local plan examination expected to cost £80k

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Broxtowe Economic Growth and Regeneration Strategy to 2025 and review of the current Economic Development and Growth Strategy BG2124_01	A new framework for economic development within the Borough aligned the Mayoral Combined Authority and other plans for local and regional growth. Including specific plans for Stapleford, Eastwood and Kimberley	Stakeholders in the public, private and voluntary sector, MP's as well as local people, local businesses and business representative organisations	Head of Planning and Economic Development Ongoing - A draft of the refreshed Strategy was presented to Cabinet on 19 July 2022. The themes were approved. June 2024	The new Economic Development Strategy is now complete in draft form alongside the companion document Broxtowe Skills Quest. Officers have combined working on this with activity on the UK Shared Prosperity Fund (SPF). Input from the SPF Stakeholder Manager on the Skills Quest Broxtowe report has provided significant support for the Strategy due to sharing of data. Aim to complete December 2023
Deliver the Stapleford Town Deal BG2225_01	Develop and deliver the projects identified for Stapleford Town Deal	Delivery partner Leads – Support the Town Deal Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2026	The Council is the accountable body for £21.1 million which must be defrayed by 2026

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Deliver the Kimberley Levelling Up Fund programme BG2326_02	Develop and deliver the three projects identified for Kimberley Levelling Up Programme	Delivery partner Leads – Support the Town Deal (LUF) Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2025	The Council is the accountable body for £16 million which must be defrayed by 2025
Support the work programme of the East Midlands Development Corporation (EMDC2225_01)	New plans could create 84,000 jobs and add billions in value to the regional economy. The (re)development of three main growth clusters the size of three Olympic Parks, including infrastructure with transformational opportunities for local residents and place making outputs	Working in partnership with the councils of Nottinghamshire, Leicestershire, Rushcliffe and NW Leicestershire In future the EMDevco Ltd could evolve to be a new style locally led Urban development Corporation under the Levelling Up and Regeneration Act or become a structure within the new east Midlands County Combined Authority	Ongoing	Funding of up to £500k agreed for 2 years subject to provisos

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Creation of a new Markets and Retail Events Programme for the Borough (BG2326_05)	Delivery of events based model for markets and retail events Programme to be submitted for approval by Spring 2024 with delivery to commence in 2024	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	Regeneration and Economic Development Manager Markets Officer June 2024	New action following review of Markets and Events across the Borough. A pilot market / event will be hosted in Spring 2024. Funding for growth from income generation and grants.
Deliver the UKSPF programme (BG2326_06)	Deliver all strands of the UKSPF programme	Businesses, Voluntary sector organisations and key partners such as Nottinghamshire county Council, other Districts in Nottinghamshire and the chamber of Commerce	Regeneration and Economic Development Manager Deliver residual programme from 2023/24 and complete delivery of programme for 2024/25	Year 1: £313,650 plus one off £20,000 co-ordination fee. Year 2 : £627,300

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Assist in the preparation of Neighbourhood Plans (JBG1518_06)	Approve Neighbourhood Plan Area designations for all parish areas where wanted and progress to ‘adoption’ of the Plans Awsworth JBG1518_06.1 Brinsley JBG1518_06.2 Eastwood JBG1518_06.3 Greasley JBG1518_06.4 Nuthall JBG1518_06.5 Kimberley JBG1518_06.6 Cossall JBG1518_06.7 Stapleford JBG1518_06.9 Bramcote JBG1518_06.10 Chetwynd, Toton and Chilwell JBG1518_06.11 Cossall and Chetwynd, Toton and Chilwell likely to be next to be adopted in 2023 or early 2024	Town/Parish Councils and Neighbourhood Forums in cooperation with the Borough Council. Progress at November 2023 with individual Neighbourhood Plans is: Awsworth 100% adopted Brinsley 40% initial draft Eastwood 20% area designated Greasley 40% initial draft Nuthall 100% adopted Kimberley 20% area designated Cossall 80% examination Stapleford 40% initial draft Bramcote 40% initial draft Chetwynd, Toton and Chilwell 80% examination	Head of Planning and Economic Development Target dates will vary depending on the details of each emerging Plan.	The Council is currently eligible to submit a claim to DLUHC, during specific claims windows, for £20k of funding per Plan when the Council issues a ‘Decision Statement’ and makes the decision to arrange a referendum for each Neighbourhood Plan. The creation, development, and review of Neighbourhood Plans is led by the Town and Parish Councils and Neighbourhood Forums.

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	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
Budget Implications				
Skills/library		£1,178,000		
Enterprise Hub		£2,072,000		
Traffic Management			£181,000	£2,308,000
Cycle network			£746,000	£569,000
- External funding			£11.866,000	
-External funding from UK Shared Prosperity Fund (UKSPF)			£200,000	
Efficiencies Generated				
Matched funding for business grants funding Stapleford, Kimberley and UKSPF		approx	approx	
Additional investment from FA			£1,000,000 (approx.)	-
Additional investment from Steven Gerard academy			Non cashable skills gains	
Additional investment for skate park from external grant sources/fundraising			£250,000 (approx.)	

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
New business/increased income				
Increased planning fees		£50,000	£28,000	-
-				
Net Change in Revenue Budgets		*Note	*Note	*Note

* Budget implications to be considered and confirmed once project business cases have been finalised.

APPENDIX 2a

FINANCIAL ESTIMATES 2024/25 – 2026/27**BUSINESS GROWTH – REVENUE BUDGETS**

Cost Centre	Revised Estimate 2023/24 £	Base Budget 2024/25 £
Planning – Management	0*	0*
Planning – Central Support	0*	0*
Development Control	353,150	203,730
Planning Policy	905,650	940,600
UK Shared Prosperity Fund (net)	0	0
Industrial Development	62,700	(18,240)
Craft Centre Complex	20,850	22,900
Economic Development	252,500	541,300
Stapleford Town Deal	11,300	11,400
Car Parks - Surface	212,550	(70,410)
Beeston Square	(377,950)	(364,390)
Total	1,440,750	1,266,890

* These costs are fully recharged to the appropriate service/area cost centres.

Classification	Revised Estimate 2023/24 £	Base Budget 2024/25 £
Employees	1,644,600	1,787,080
Premises	278,150	375,490
Transport	9,450	10,300
Supplies & Services	438,850	1,945,350
Third Party Payments	132,850	134,450
Central Support Recharges	848,950	804,900
Capital Charges	154,600	274,600
Income	(2,066,700)	(4,065,280)
Total	1,440,750	1,266,890

The main changes in the 2024/25 base budget for total net expenditure when compared with the 2023/24 revised estimate is primarily a consequence of the following items:

Service Area	Change (£)
<p>Development Control –</p> <p>The base budget for employees is £23,480 higher than the revised estimate due to an assumed 4% pay award in 2024/25.</p> <p>A £100,400 reduction has been made on central support recharges mainly from Planning central support.</p> <p>Income from Planning Fees has been increased by £78,000 as anticipated in the Business Strategy. Additional income is dependent on speed of development and the new planning fee structure with a 5% increase generating additional income of £28,000. The government also announced an increase planning fees between 25% and 35% (the latter for major applications) and then linking fees to inflation (CPI) going forward. This is anticipated to generate a further £50,000.</p>	(149,420)
<p>Planning Policy –</p> <p>The base budget for employees is £32,920 higher than the revised estimate due to an assumed 4% pay award in 2024/25.</p> <p>The cost on supplies and services such as Local Plan examination has increased by £22,950 net which is offset by a lower allocation from central support recharges.</p>	34,950
<p>UK Shared Prosperity Fund –</p> <p>The 2024/25 budget includes the revenue element of the anticipated UKSPF at £1,443,500 (£1.643m grant less £200k included in the Capital Programme). The planned spend is fully grant funded so the net impact on the Council’s budget is nil.</p>	-
<p>Industrial Development –</p> <p>The base budget 2024/25 includes an increase of £43,400 for industrial development rent income.</p> <p>There is also a net decrease of £33,740 in central support recharges in 2024/25 mainly from Estates.</p>	(80,940)
<p>Economic Development –</p> <p>The base budget for employees is £65,190 higher than the revised estimate due to an assumed 4% pay award in 2024/25.</p> <p>In addition, there is an increase of £170,000 in the central support recharges, mostly from planning central support. There is also a £48,700 reduction in the recharge to capital salaries in 2024/25.</p>	288,800

Service Area	Change (£)
<p data-bbox="188 280 367 313">Car Parks –</p> <p data-bbox="188 331 1125 405">The base budget for employee is £13,850 higher than the original estimate due to an assumed 4% pay award in 2024/25.</p> <p data-bbox="188 423 1117 533">The 2024/25 budget also includes increased income of £270,000 on car parking fees (pay and display), which was recognised in the approved Business Strategy.</p>	<p data-bbox="1209 280 1348 313">(282,960)</p>
<p data-bbox="188 564 454 598">Beeston Square –</p> <p data-bbox="188 616 981 689">There is a £100,000 increase in the rent income budget estimated for The Square Beeston in 2024/25.</p> <p data-bbox="188 707 1053 781">There is also a £37,000 increase in Business Rates which is offset by the reduction on the central support recharge.</p> <p data-bbox="188 799 1077 864">There is an increase of £106,000 in capital charges due to the asset revaluation.</p>	<p data-bbox="1236 564 1340 598">13,560</p>

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APPENDIX 2b

BUSINESS GROWTH CAPITAL PROGRAMME

No.	Scheme	Estimated Total Cost £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Comments (also see narrative further below)
	Stapleford Towns Fund					
1	Stapleford Town Centre - Community Pavilion	-	-	-	-	Total CDEL £6.409m (£759k in 2022/23 and £5.650m in 2023/24). Although no budget included in 2024/25, any slippage in earlier years will likely result in a carry forward so included here for completeness.
2	Stapleford Town Centre Traffic Management	2,489,000.	181,000	2,308,000	-	Total CDEL £2.887m (£217k in 2022/23 and £181k in 2023/24)
3	Stapleford Town Centre - Cycle Network / Infrastructure	1,315,000	746,000	569,000	-	Total CDEL £4.234m (£1.624m in 2022/23 and £1.295m in 2023/24)
4	Stapleford Town Centre - Enterprise Management	-	-	-	-	Total CDEL £4.351m (£2.279m in 2022/23 and £2.072m in 2023/24) Although no budget included in 2024/25, any slippage in earlier years will likely result in a carry forward so included here for completeness.
5	Stapleford Town Centre - Skills and Education Facility Improvement	-	-	-	-	Total CDEL £1.294m (£116k in 2022/23 and £1.178m in 2023/24). Although no budget included in 2024/25, any slippage in earlier years will likely result in a carry forward so included here for completeness.

No.	Scheme	Estimated Total Cost £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Comments (also see narrative further below)
6	Stapleford Town Centre Recovery Fund	-	-	-	-	Total CDEL £1.0m (£300k in 2021/22 and £700k in 2022/23). Although no budget for 2024/25, some slippage in earlier years may result in a carry forward so included for completeness.
7	Stapleford Towns Fund - Programme Management (RDEL)	150,000	75,000	75,000	-	Total RDEL £925k (£13k in 2021/22; £437k 2022/23 and £325k 2023/24)
	Sub-total STF	3,954,000	1,002,000	2,952,000	-	
	Kimberley LUF					
8	Kimberley Means Business Levelling-Up Fund	11,866,000	11,866,000	-	-	Second year of the £16.5m Levelling Up Fund scheme for Kimberley. A budget of £4.634m is already included in the capital programme in 2023/24.
	Sub-total LUF	11,866,000	11,866,000	-	-	
	UKSPF					
9	UK Shared Prosperity Fund Schemes (Capital)	200,000	200,000	-	-	Part of the £2.56m revenue and capital funding allocation from the UK Shared Prosperity Fund for the three financial years 2022/23 to 2024/25.
	Sub-Total UKSPF	200,000	200,000	-	-	

No.	Scheme	Estimated Total Cost £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Comments (also see narrative further below)
	Other Schemes					
10	Car Parks - Replacement Pay and Display Machines	108,000	36,000	36,000	36,000	
11	Car Parks - Resurfacing Works	100,000	30,000	35,000	35,000	
	TOTAL – BUSINESS GROWTH	16,228,000	13,134,000	3,023,000	71,000	

Business Growth Capital Programme 2024/25**Stapleford Towns Fund**1. Stapleford Town Centre - Community Pavilion (£nil)

The construction of a new Community Hub and Pavilion on the Hickings Lane Recreation Ground site will facilitate a range of services and community activities in one location. The current facilities are tired, in need of renovation and no longer fit for purpose. The new facilities offered will replace the existing smaller local community centres and free up some of these sites for future development.

The total original budget for this element of the project is £6.409m with budgets already fully recognised in 2022/23 (£759k) and 2023/24 (£5.650m). Although no budget included in 2024/25, any slippage in earlier years will see a budget carry forward so included here for completeness.

2. Stapleford Town Centre Traffic Management (£181,000)

Stapleford Towns Deal Executive Board wish to deliver a scheme of updated traffic management and street scene measures along Derby Road in Stapleford town centre with the aim of improving the viability and vitality of the town centre, as well as the vista. The proposals encompass areas around Warren Avenue, William Road, Albert Avenue, Horace Avenue, Broad Oak Drive and Hall Road where they interact with Derby Road so that a comprehensive improvement of the highway and public realm is achieved which welcomes all visitors using any method of transport and ensuring active travel encouraged and safe.

The total original budget for this element of the project is £2.887m with budgets already recognised in 2022/23 (£217k) and 2023/24 (£181k). Any slippage in earlier years will see a budget carry forward.

3. Stapleford Town Centre - Cycle Network/Infrastructure (£746,000)

The Safer Cycling Scheme aims to encourage green active transport around Stapleford, in line with the ambitions of the Town becoming '20-minute neighbourhood'. There are three elements to delivery of this project: 1. The Cycle Hub on Ilkeston Road Recreation Ground; 2. the proficiency training track on Ilkeston Road Recreation Ground; and 3. the phased LTN1/20 compliant on-road cycle route on Ilkeston Road, Pasture Road, and Hickings Lane. There will also be additional cycle parking facilities provided as part of other STF projects, such as the new car park, Enterprise Hub and Street Improvement Scheme.

The total original budget for this element of the project is £4.234m with budgets already recognised in 2022/23 (£1.624m) and 2023/24 (£1.295m). Any slippage in earlier years will result in a budget carry forward.

4. Stapleford Town Centre - Enterprise Management (£nil)

The Enterprise Hub is a three storey building planned for the Victoria Road car park site next door to a supermarket. The objective of the Hub is to arrest the decline in the retail sector and promote the revitalisation of the town centre, focusing in on Derby Road through the introduction of a modern building offering flexible space with town centre offices on the first floor and roof top garden with café on the top floor. It is anticipated that the ground floor would include makers space and other flexible creative space, set against renewed public realm.

The total original budget for this element of the project is £4.351m with budgets already fully recognised in 2022/23 (£2.279m) and 2023/24 (£2.072m). Although no budget included in 2024/25, any slippage in earlier years will see a budget carry forward so included here for completeness.

5. Stapleford Town Centre - Skills and Education Facility Improvement (£nil)

Working with Nottinghamshire County Council to deliver additional learning spaces within Stapleford Library split into internal and external works.

The total original budget for this element of the project is £1.294m with budgets already fully recognised in 2022/23 (£116k) and 2023/24 (£1.178m). Although no budget included in 2024/25, any slippage in earlier years will see a budget carry forward so included here for completeness.

6. Stapleford Town Centre Recovery Fund (£nil)

The purpose of the grant fund is to assist in bounce-back for the local businesses in Stapleford following Covid-19, including the improvement of internal and frontages of premises.

The total original budget for this element of the project is £1.000m with budgets already fully recognised in 2021/22 (£300k) and 2022/23 (£700k). Although no budget included in 2024/25, any slippage in earlier years will see a budget carry forward so included here for completeness.

7. Stapleford Towns Fund - Programme Management (£75,000)

Programme management for the various Stapleford Towns fund projects.

The total original budget for this element of the project is £925k with budgets already recognised in 2021/22 (£13k), 2022/23 (£437k) and 2023/24 (£325k). Any slippage in earlier years will see a budget carry forward.

Kimberley Levelling Up Fund Means Business

8. Kimberley Levelling Up Fund Means Business (LUF) (£11,866,000)

The Council was successful in its bid for the government's Levelling Up Fund and secured a £16.5 million investment for Kimberley, in collaboration with the Town Council and local groups and residents. This investment will fund a range of interventions in Kimberley that come under three main projects:

Town Centre Improvement Project:

- Construction of a new Business and Community Hub offering co-working and office space for start-ups and small businesses, as well as improved space for community activities.
- Small Business Grants to improve the feel and appearance of the town and the functionality of businesses.
- Lighting equipment to create light displays and VR attractions to encourage events-based attractions in and visitors to Kimberley.

New Industrial Units and Sports Facilities:

- Redevelopment of a football site into 20 new industrial units to encourage new businesses to Kimberley, driving job creation and economic growth.
- Develop a new sports facility at a new location, with a new football and cricket pitch to support local sports teams.

Cycle Path Network and Bennerley Viaduct Eastern Ramp:

- A new active travel route to link up Kimberley with Eastwood, Giltbrook, the Phoenix Park Tram Stop and Bennerley Viaduct.
- Construction of an accessible Eastern Ramp at Bennerley Viaduct, an asset of great historical and cultural significance and important tourist attraction.
- These routes will allow more people to cycle and walk for work and leisure purposes, and encourage visitors to the area. It would also support reducing carbon emissions and healthier lifestyle choices.

UK Shared Prosperity Fund

9. UK Shared Prosperity Fund (£200,000)

The £2.6 billion UK Shared Prosperity Fund is part of the government's Levelling Up agenda and intended to replace EU Structural Funds. There are three strands being Community and Place; Supporting Local Business; and People and Skills.

The Council submitted an Investment Plan to the government to identify how the Fund will be allocated to level up Broxtowe. In December 2022, the Council received confirmation that the Investment Plan was approved, with a £2.56m revenue and capital funding allocation from the SPF for the three financial years 2022/23 to 2024/25. The Council will use the SPF to address the range of needs

in the Borough and to support projects and services that may be at risk of being removed due to the loss of EU funding.

An indicative allocation of £1.643m from the UKSPF was announced for Broxtowe for 2024/25. Whilst the majority of the funding to date has been considered revenue in nature, it is within the terms of the funding that some of the grant can be used for capital purposes. As such, an indicative figure of £200k has been included in the Capital Programme which can be revised once the respective schemes are finalised.

Other Schemes

10. Car Parks - Replacement Pay and Display Machines (£36,000)

The current pay and display machines are nearing the end of their useful life and are at risk of becoming more unreliable and expensive to maintain. This scheme would replace all existing machines with more reliable units and the latest technology.

11. Car Parks - Resurfacing Works (£30,000)

Project to maintain and ensure customer/public safety, ensure continued popularity, customer use and income generation. Over several years, due to popular demand for free parking within town centres, the tarmac surface has worn beyond economical repair in some car parks and continues to rapidly wear/deteriorate in others.

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APPENDIX 2c

BUSINESS GROWTH – REVIEW OF FEES, CHARGES AND ALLOWANCES

All fees and charges are quoted inclusive of VAT where applicable.

Economic Development

	Present 2023/24 £	Proposed 2024/25 £
<u>Beeston, Eastwood and Stapleford Squares:</u>		
Supply of electricity:		
General	20.00	20.00
Charitable organisations, schools and community groups	10.00	10.00

There are charges attached to permits granted for the commercial use, which are based on the information provided in the application but follow no set fee schedule

	Present 2023/24 £	Proposed 2024/25 £
<u>Commercial Use:</u>		
Beeston Square - Administration charge for an application for permission to trade within a “consent street” area	60.00	60.00
Eastwood, Stapleford, Kimberley - Administration charge for an application for permission to trade within a “consent street” area	30.00	30.00

	Present 2023/24 £	Proposed 2024/25 £
<u>Market Fees:</u>		
Based on a single market day, 3x3m plot	15.00	15.00
Advance payment (1 month plus or more paid in advance) - per day	10.00	10.00

	Present 2023/24 £	Proposed 2024/25 £

	Present 2023/24 £	Proposed 2024/25 £
<u>Craft Event Fees:</u>		
Based on a single event day, 3x3m plot (Food stalls, Beeston Craft Fair)	25.00	25.00
Based on a single event day, 3x3m plot (Eastwood, Stapleford and Kimberley events)	15.00	15.00

Joint Report of the Chief Executive, the Deputy Chief Executive, the Executive Director and the Monitoring Officer**BUSINESS PLANS AND FINANCIAL ESTIMATES 2024/25 - 2026/27 – RESOURCES AND SUPPORT SERVICE AREAS**1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2024/25; capital programme for 2024/25 to 2026/27; and proposed fees and charges for 2024/25 in respect of the Council's priority areas.

2. Recommendations

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

1. **Cabinet approves the Business Plans for the support service areas.**
2. **Cabinet recommends to Council that the following be approved:**
 - a) **The detailed revenue budget estimates for 2024/25 (base) including any revenue development submissions.**
 - b) **The capital programme for 2024/25 to 2026/27**
 - c) **The fees and charges for 2024/25.**

3. Detail

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

Extracts of the proposed business plans are provided in **APPENDIX 1b, 1c and 1d** respectively. The extracts include relevant critical success indicators (CSI), key performance indicators (KPI) and key tasks and priorities for improvement (actions) for approval by Members. The revenue and capital budget proposals for the corporate priority and relevant service areas, together with the proposed fees and charges, are provided in **APPENDICES 2a to 2c**.

4. Financial Implications

The comments of the Head of Finance Services were as follows:

Appendices 2a to 2c in this report outline the revenue and capital budget proposals for Resources and associated service areas, together with the proposed fees and charges.

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 6 February 2024 for consideration and recommendation to full Council on 6 March 2024.

5. Legal Implications

There are no specific legal implications that arise from this report, as the suggested proposals are in accordance with relevant legislation, Council policy and procedures. The recommendation is within the Council's statutory and fiduciary powers.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Climate Change Implications

There are no climate change implications in relation to this report.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

11. 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 for Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation. 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, capital programme and 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 in the budget papers.

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

All of these items will be the subject of further reports throughout 2024/25 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business Planning

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

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

The Council's corporate objectives and aims, as included in the Corporate Plan, are shown at appendix 1a to provide the framework for consideration of the business 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 support service areas, together with proposed fees and charges, are shown in appendices 2a to 2c.

The revenue budgets show the 2023/24 revised estimate as of December 2023 and the 2024/25 base estimate for the areas encompassed by the relevant business plans. The 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 2024/25 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of fuel. 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 Capital Programme including the cost of any new borrowing to support capital investment.
- d) Any revenue developments.

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification, which shows the following types of expenditure charged to each heading:

- Employee Expenses – salaries and wages; employer's national insurance and pensions contributions
- 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 and 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.

FRAMEWORK FOR BUSINESS PLANNING

The Corporate Plan 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 Priorities 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, Leisure & 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 Council's priorities and objectives are:

- **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.

RESOURCES BUSINESS PLAN 2024/27Introduction

An extract of the proposed Resources Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

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 the Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % (BVPI 8)	98.6%	99.0%	98.1%	99%	99%	99%	Head of Finance Services.
Working days (per FTE) lost due to sickness absence (BVPI12a)	7.89	11.77	9.59	7.50	7.50	7.50	Payroll and Job Evaluation Manager Human Resources Manager
Working days (per FTE) lost due to short term absence (HRLocal_17)	2.33	3.89	3.88	2.50	2.50	2.50	The latest available data showed that in 2021/22 the average working days lost due to sickness was 8.00 for local authorities who submitted data. The lowest recorded
Working days (per FTE) lost due to longer term absence (HRLocal_18)	5.56	7.88	5.71	5.00	5.00	5.00	from one local authority was 3.60 with the highest reported as 14.30

KEY PERFORMANCE INDICATORS (KPI)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	96.5%	97.5%	96.2%	98%	98%	98%	Head of Finance Services
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	75.2%	86.7%	85.4%	90%	90%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year (FPLocal_03)	89%	92%	68%	90%	90%	90%	Chief Audit and Control Officer Outturn for 2022/23 was negatively impacted by a vacancy within the Internal Audit team.
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	90%	90%	98%	95%	95%	95%	Chief Audit and Control Officer; and Procurement and Contracts Officer Due to the pandemic, strategic decisions were taken to roll-on some existing low value contracts, instead of retendering. Focus was on carrying out robust procurement exercises on the high value strategically critical contracts.
Full registration of unregistered deed packets with Land Registry (LSLocal_01)	-	52	198	192	192	192	The Land Registry's target to register all government owned land is December 2025. Legal Services aim to achieve to register 16-20 applications a month.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (LSLocal_02)	-	-	100%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Review of data and improvement of process during 2023/24. Methodology applied to earlier data calculations and shows achieved 100% in 2022/23
Review and advise on contract within 10 working days from receipt of full instruction (LSLocal_03)	-	-	80%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
First draft of commercial lease completed within 10 working days from receipt of full instruction (LSLocal_04)	-	-	100%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Review of data and improvement of process during 2023/24. Methodology applied to earlier data calculations and shows achieved 100% in 2022/23.
Individually registered electors in the borough (ES_S1.2)	85,744	84,226	84,554	85,500	85,500	85,500	Head of Administrative Services
Freedom of Information requests replied to within 20 working days (LALocal_12)	96.3%	96.0%	96.8%	85%	85%	85%	Head of Administrative Services National target set by the Information Commissioners' Office is 85%. <ul style="list-style-type: none">• 2020/21 was 712 of 742• 2021/22 was 838 of 872• 2022/23 was 1,125 of 1,160

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Subject Access Requests responded to within one month (GSLocal_001)	100%	100%	100%	100%	100%	100%	Head of Administrative Services
Complaints acknowledged within the specified time (LALocal_04)	98%	*100%	*100%	*100%	*100%	*100%	Head of Democratic Services and Deputy Monitoring Officer *Acknowledgements to be made in five working days from May 2021 in accordance with legislation.
Members attending training opportunities as a percentage of the whole (GSLocal_02)	-	-	68%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 no comparable previous data.
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	-	-	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 Legislative requirement for Cabinet Model.
Call-Ins following Cabinet decisions responded to in full within legislative timescale % (GSLocal_007)	-	-	No Call Ins	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New Performance indicator 2022/23 Legislative requirement for Cabinet Model.
Level of Equality Framework for Local Government to which the Council conforms (BVPI 21)	Ach.	Ach.	Ach.	Ach.	Ach.	Exc.	Ach.= Achieving Exc.= Excellent

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	6.9%	7.0%	7.0%	8.5%	9.0%	9.0%	Human Resources Manager Improvement on the previous year. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters. Not all employees declare a disability.
Ethnic minority representation in the workplace (BVPI 17a)	8.2%	7.7%	8.7%	9%	10%	10%	The census data for 2021 indicates that 21.1% of the Borough's population considers themselves to be from an ethnic background.
Annual employee turnover (HRLocal_06)	5.1%	15.8%	11.4%	12.0%	12.0%	12.0%	Human Resources Manager 13% for local authorities in England 2018/19.
Employees qualified to NVQ Level 2 and above (HRLocal_07)	86%	87%	87%	88%	88%	88%	Human Resources Manager Positive increase on previous year
Industrial Units vacant for more than 3 months (CPLocal_01)	0%	1.0%	6%	5%	5%	5%	Estates Manager 1 unit was vacant for more than 3 months due to prospective tenant pulling out at a late stage and then having to relet.
Industrial Unit tenants with rent arrears (CPLocal_02)	2.0%	10.0%	7.1%	5%	5%	5%	Estates Manager In 2022/23 there were 3 industrial units with arrears out of 42.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Beeston Square Shops vacant for more than 3 months % (CPLocal_05)	19.0%	5.0%	22.0%	0%	<6%	<6%	Estates Manager 5 units out of 20 vacant (includes long term void of Argos block). Expected outturn 2023/24 = 25%.
Occupancy of Business Hub Units - Beeston (CPLocal_08a) (New)	-	-	90%	85%	85%	85%	Head of Asset Management & Development New Performance Indicator 2022/23. Occupancy at quarter 2 2023/24 = 78%
Occupancy of Business Hub Units - Stapleford (CPLocal_08b) (New)	-	-	100%	85%	85%	85%	Head of Asset Management & Development New Performance Indicator 2022/23. Occupancy at quarter 2 2023/24 = 78%
Online transactions (CCCSLocal_01)	484,040	447,999	390,751	400,000	400,000	400,000	Communications, Cultural and Civic Services Manager
Social media reach (CCCSLocal_02)	2,354,645	1,715,277	1,040,764	1,200,000	1,300,000	1,400,000	Communications, Cultural and Civic Services Manager
Email Me subscribers (CCCSLocal_03)	23,375	25,730	27,712	29,000	31,000	33,000	Communications, Cultural and Civic Services Manager
Employees who are aware of the Council's vision and long term goals (CCCSLocal_04)	68%	78%	77%	77%	80%	82%	Communications, Cultural and Civic Services Manager Figure for 2023/24 is actual as the survey has already taken place.
Employees who feel informed (CCCSLocal_05)	57%	53%	62%	67%	70%	72%	Communications, Cultural and Civic Services Manager Figure for 2023/24 is actual as the survey has already taken place.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Residents who feel the Council listens to them (CCCSLocal_06)	54%*	50%	27%* (27% <i>disagreed or strongly disagreed</i>)	22%* (32% <i>disagreed or strongly disagreed</i>)	25%	30%	Communications, Cultural and Civic Services Manager * In 2020/21 and 2021/22 the answer to this question was 'yes or no'. From 2022/23 the options were broadened to very satisfied, satisfied, neutral, dissatisfied and very dissatisfied.
Residents who are satisfied or very satisfied with the services the Council provides (CCCSLocal_07)	64%	65%	65%	66%	68%	70%	Communications, Cultural and Civic Services Manager
Residents who are satisfied or very satisfied with the Borough as a place to live (CCCSLocal_08)	73%	76%	76%	77%	78%	80%	Communications, Cultural and Civic Services Manager

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2024/25 – 2026/27 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce draft statement of accounts in accordance with statutory deadlines FP2023_07	Final draft accounts to be produced for external auditors to scrutinise by end of May	None	Head of Finance Services May 2024	Use of additional interim support as agreed earlier by Finance and Resources Committee on 10 October 2019.
Review the Civica Pay/ICON System FP2023_02	Resolve technical issues in respect of Civica Pay / ICON system and bank reconciliation modules. Procurement exercise in advance of new contract in September 2024	Civica ICT and Business Transformation team New contract may be tendered through a procurement framework	Head of Finance Services Chief Accountant September 2024	Resourcing of service. Opportunities for efficiencies through improved operation of the system.
Review and update the Housing Revenue Account (HRA) 30-Year Business Plan and to develop a medium-term financial strategy (MTFS) for the HRA FP2427_01 (New)	Internal review of the HRA 30-Year Business Plan last updated in 2023/24. Development of a new MTFS for the HRA to bridge the gap between the annual budget and long-term business plan.	External consultants as required	Head of Finance Services Chief Accountant December 2024	Resourcing of service. Ensure that capital investment opportunities through the Housing Delivery Programme and regular capital repairs and refurbishment programmes continue to be affordable and sustainable for the HRA.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review and enhance the Council’s contract management framework across the Council FP2326_02	Review of the corporate contract management framework to include performance management arrangements and reporting.	Internal (including Legal Services, Housing and Asset Management)	Chief Audit and Control Officer Procurement and Contracts Officer March 2025	Further opportunities for savings and efficiencies may be achieved through effective contract management.
Review and update the Council’s Risk Management Strategy FP2326_03	Present an updated Risk Management Strategy to Governance, Audit and Standards Committee for approval and adoption.	Internal (including GMT)	Strategic Risk Management Group Head of Finance Services June 2024	Opportunities for savings and efficiencies may be achieved through effective risk management.
Progressing the completion of First Registration of Council owned land LA1821_02	Achieve 100% registration of unregistered Council land by December 2025	Land Registry Planning and Regeneration Team Legal Officers	Head of Legal and Deputy Monitoring Officer December 2025	Land Registry backlog may affect timescales with the applications being processed and registered. No impact on the submission of applications.
Transfer of land charges function to Land Registry DEM1518_02	Fully electronic register and successful transfer to HM Land Registry		Head of Administrative Services December 2023	The Council will receive New Burdens Funding for the ongoing maintenance of the Land Charges Register. The level of funding has not yet been confirmed. Income from CON29 enquiries will continue. Delayed for technical reasons.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Community Governance Review – (Phase 2) DEM1518_01	Revision of parish boundaries so that existing anomalies are removed wherever possible	Parish/Town Councils	Head of Administrative Services November 2024	Work commenced in November 2023 focussing on parishes in the north of the borough. Any changes to boundaries will be effective for the elections in May 2027.
Roll out phase 2 of the committee management system DEM1922_01	More efficient and effective production and distribution of agendas and improved website information	Working with Mod Gov external provider, internally with ICT and all report writers.	Head of Democratic Services and Deputy Monitoring Officer February 2024	Programme in development to produce reports internally through the management system Within existing budget.
Roll out phase 3 of the committee management system DEM2427_01 (New)	Introduce paper light Committee meetings by using e-Agendas	Working with Mod Gov external provider, internally with ICT and all report writers.	Head of Democratic Services and Deputy Monitoring Officer October 2024	Reduction in printing, postage and printing costs for Agendas. Within existing budget.
Implementation of a new Complaint Policy DEM2427_02 (New)	A new Complaint Policy is adopted by April 2024, to achieve compliance with the requirements set by the Joint Complaint Handling Code from the Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO).	Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO) Officers and Members	Head of Democratic Services and Deputy Monitoring Officer Complaints Officer April 2024	Currently within existing budget although the new Complaint Policy may result in the reporting of more service dissatisfaction being escalated to be responded to via the Corporate Complaints Policy. Resource implications will be monitored.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Complaint Handling Annual Self-Assessment Form DEM2427_03 (New)	The Complaint Handling Annual Self-Assessment form be completed and published by April 2024 as recommended by the Joint Complaint Code. From April 2025 to update the annual self-assessment as required by the Joint Complaint Code.	Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO) Officers and Members	Head of Democratic Services and Deputy Monitoring Officer Complaints Officer April 2024	Within existing budget
75% of Managers at Broxtowe to be offered neurodiversity training HR2225_02	Managers are more skilled at managing employees with neurodiverse conditions	A suitable provider will be found within financial standing orders	Human Resources Manager December 2023	Within existing corporate training budget
Review, streamline and simplify the application and recruitment process HR2225_06	Increase numbers of applications for jobs at Broxtowe	N/A	Human Resources Manager July 2023	Fewer unfilled vacancies will reduce agency costs
Implement a rolling schedule of HR policy reviews HR2225_07	Ensure the HR policy suite is up to date and fit for purpose	Policies are amended in consultation with LJCC and Unions	Human Resources Manager March 2024	The aim is to reduce the number of policies and consolidate relevant policies to make the process more efficient and less bureaucratic
Review the People Strategy 2020/24 HR2326_01	Review the People Strategy and incorporate it into the Organisational Development Strategy	N/A	Human Resources Manager April 2025	First draft has been prepared. This will be incorporated into the new Workforce Strategy due to be completed in 2024/25

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review HR policies requiring update within 2024/25 HR2427_01 (New)	Ensure policies are reviewed	Policies are amended in consultation with LJCC and Unions	March 2025	Within existing budget
Review the Grievance Policy HR2427_01.1 (New)	To facilitate the process for employees to raise grievances and to ensure that problems arising during employment can be resolved in a timely manner	Trade Unions	Human Resources Manager June 2024	
Family Friendly Policies HR2427_01.2 (New)	Amalgamate all Family Friendly Policies (Maternity/Paternity etc.)	Trade Unions	Human Resources Manager June 2024	
Compassionate Leave Policy HR2427_01.3 (New)	Review existing policy in order to support employees	Trade Unions	Human Resources Manager August 2024	
Carers In Employment HR2427_01.4 (New)	Review foster parent support arrangement or employees with Disabled children or dependents	TBC	Human Resources Manager October 2024	
Armed Forces Covenant HR2427_01.5 (New)	Achieve Gold Award Status	TBC	Human Resources Manager June 2025	

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement the replacement asset management plan for 2022 to 2025 CP2023_01	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager March 2025	Report to Cabinet at regular intervals on progress
Introduce effective management and ICT systems in the Estates Team CP2124_01	Readily available information on a day to day basis to enable efficient estate management	Working with Legal, ICT, Economic Development, Commercial Manager	Estates Manager December 2024 subject to business case approval	Cost of any required software upgrades, possible use of external valuers to assist with asset valuations. Business case to be provided December 2023
Maximise commercial revenue from Beeston Square CP2225_01	Ensure the development income exceeds borrowing costs and provides a revenue income stream for the Council	Working with legal, Income, Economic Development, Commercial Manager and some external input	Estates Manager March 2024	Income generating but may require some expenditure on external advice
Energy Efficiency Schemes CP2326_01a	To achieve Carbon Neutral on all Commercial premises and to be EPC level C or above	Faithful and Gould are providing feasibility on the Council's four principle assets. Submit Bids for various grants opportunities	Head of Asset Management 2027 in line with Council Net Zero Target	Procure EPC data for all Housing Stock. £100k budget approved by Cabinet in July 2022. Service being provided by consultant.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited BBC2022a	To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Limited in the provision of leisure in Broxtowe	BBC Legal Officer	BBC Leisure Client Officer BBC Deputy Chief Executive Managing Director Liberty Leisure Ltd March 2025	Subject to review
Replacement gym equipment at Council owned Leisure Centres BBC2022c	Agree a gym equipment replacement programme with Liberty Leisure Limited and source the equipment required to.	BBC Procurement Officer Liberty Leisure Limited	BBC Leisure Client Officer BBC Deputy Chief Executive March 2025	Will depend on agreed replacement programme
Deliver Communication and Engagement Strategy 2023-26 CCCS2326_01	Increase reach of Council's communications to encourage behaviour change and improve the Council's reputation	Broxtowe Borough Council Residents and other stakeholder groups	Communications, Cultural and Civic Services Manager March 2026	44% of actions in strategy completed or in progress.
Develop a management system to manage Asbestos and Fire Registers for the Council H&S2427_01 (New)	Have a workable system which has relevant, up to date data that is clearly accessible for employees and other agencies to view	Health & Safety Capital Works Housing Services External agencies	Head of Asset Management Health, Safety and Emergency Planning Manager March 2025	External Agencies to undertake assessment of property portfolio and buildings built before 2000 to identify compliance issues. Costs to be confirmed.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Devise a Health and Safety management framework and process to review procedures and compliance - to include site visits, regular reviews, assessments and feedback H&S2427_02 (New)	Ensure compliance with H&S legislation and guidance. Have a workable system that is easy to understand to enable Officers to evaluate the risks and address them to react appropriately.	Executive Director Heads of Service Health & Safety	Health, Safety and Emergency Planning Manager June 2024	

The shadowed row indicates reduction impact on Climate Change and Green Futures

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	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Budget Implications				
Develop a management system to manage Asbestos and Fire Registers for the Council	H&S2427_01	TBC	TBC	-
-	-	-	-	-
Efficiencies Generated				
Report Management via Mod Gov more efficient, effective production and distribution of agendas and anticipated reduction in Officer time required in internal review meetings	DEM2427_01	TBC	TBC	
E-Agenda's - Reduction in printing, postage and printing costs for Agendas	DEM2427_01	TBC	TBC	-
New business/increased income				
-	-	-	-	-
Net Change in Revenue Budgets		*Note	*Note	*Note

Note: Budget implications to be considered and confirmed once project business cases have been finalised.

**REVENUES, BENEFITS AND CUSTOMER SERVICES BUSINESS
PLAN 2024/27**Introduction

An extract of the proposed Revenues, Benefits and Customer Services Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

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 will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Council Tax collected in year (%) (BV9)	97.0%	97.0%	97.4%	98.5%	98.5%	98.5%	Head of Revenues, Benefits and Customer Services Performance is monitored against the gov.uk website.
Non-domestic rates collected in the year (%) (BV10)	96.6%	97.4%	98.8%	98.5%	98.5%	98.5%	Head of Revenues, Benefits and Customer Services Performance is monitored against the gov.uk website.
Percentage of DHP contribution compared to DWP grant (FRLocal_15)	86.0%	100%	118%	100%	100%	100%	Head of Revenues, Benefits and Customer Services The Council's DHP contribution from central government has been significantly reduced and as a result it is likely that the Council will be required to top up the amounts to support the most vulnerable. The Council was provided an additional amount of funding through Nottinghamshire County Council's Household Support Fund which allowed an increase in expenditure above the 100% DWP contribution.
Number of online payment transactions to the Council	53,479	59,537	59,179	62,000	62,000	62,000	Head of Revenues, Benefits and Customer

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
(CSLocal_14)							Services Online transactions will continue to be promoted as the best method of communicating with the Council.

KEY PERFORMANCE INDICATORS (KPI)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average time (days) to process Benefit claims (BV78a)	8.7	8.8	7.9	9.0	9.0	9.0	Head of Revenues, Benefits and Customer Services The Council's performance is in the upper quartile for the Country
Average time (days) to process Benefit change of circumstances (BV78b)	3.5	4.5	4.6	4.0	4.0	4.0	Head of Revenues, Benefits and Customer Services The Council's performance is in the upper quartile for the Country
Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (BV79b(ii))	20.7%	26.5%	26.4%	25%	25%	25%	Head of Revenues, Benefits and Customer Services With the rising cost of living, the team are giving greater consideration to the recovery of overpayments to ensure we do not put households in to hardship.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Calls handled (Answered in Contact Centre) (CSDData02)	69,335	62,775	73,170	70,000	70,000	70,000	Head of Revenues, Benefits and Customer Services The service has experienced change in relation to Housing Repairs calls being handled within the Housing Team. This will reduce the volume of calls being received by the Customer Services Team and, as a result, limit the number of calls that can be handled by the team.
Switchboard Calls Answered (CSDData11) (New)	-	-	45,754	48,500	48,500	48,400	Head of Revenues, Benefits and Customer Services Data only collected for full year in 2022/23. The target is based on ensuring an abandonment rate of less than 5%.

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2024/25 – 2026/27 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Manage the introduction of Universal Credit (UC) RBCS1620_01	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 2025	The roll out of UC continues and will reduce the amount paid out by the Council. This will impact on the Subsidy amounts that can be claimed.
Implement the updated Customer Services Strategy with focus on updated reception area RBCS1620_06	To create a modern welcoming environment for customers.	Work with partners and other council departments.	Head of Revenues, Benefits and Customer Services April 2025	The Council has set a budget to allow the redevelopment of the reception area.
Business Rates Review BCS2023_01	To review the relevant Rateable Value (RV) of Businesses.	Working with Newark and Sherwood District Council (NSDC) and Analyse Local to review the Rateable Values	Head of Revenues, Benefits and Customer Services September 2024	Contract with NSDC will cost £20k per annum. Analyse Local will charge 10% of any RV that they identify as an increase. Any amounts payable will link to an increase in Business Rates collectable. Analyse Local will also provide software that will allow greater analysis of the data at £2k per annum, which is within the existing budget. Discussions are taking place on the basis of extending this contract for two years until September 2026.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Evaluate and implement OpenChannel, subject to business case RBCS2124_01	To implement the OpenChannel module giving end to end online functionality for Customers in Council Tax and Benefits	Relevant software provider, using the relevant procurement framework	Head of Revenues, Benefits and Customer Services September 2024	Promoting online facilities allowing integration with the back office system. Initial quotations provided with further evaluation required. Efficiencies to be made through reduction in hours as a result of reduced need for re-keying information and reduced calls made to the Contact Centre. Discussions continue with software provider around the proposed cost of the software and implementation.
Reduce telephone abandonment RBCS2023_03	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 2025	Work has taken place to reduce abandonment rate and this is now within target. Analysis will continue to ensure this is maintained.
Email Connect RBCS2225_02	To implement the Information@work email connect module, providing automatic referencing of emails received.	Working with Information@work	Head of Revenues, Benefits and Customer Services March 2025	Information@work have provided a quote of £13,400. This additional software only becomes available once the Council upgrades to the latest version of Information@work, which will not be available until 2024/25.

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	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Budget Implications				
Evaluate and implement OpenChannel*	RBCS2124_01	TBC	TBC	TBC
Implement the updated Customer Services Strategy with focus on the updated reception area	RBCS1620_06	-	-	-
Business Rate Review	RBCS2023_01	20,000	20,000	20,000
Email Connect*	RBCS2225_02	13,400	0	0
Efficiencies Generated				
Evaluate and implement OpenChannel*	RBCS2124_01	TBC	TBC	TBC
Email Connect*	RBCS2225_02	20,000	20,000	20,000
New business/increased income				
Business Rate Review	RBCS2023_01	100,000	75,000	75,000
Net Change in Revenue Budgets		*Note	*Note	*Note

* Budget implications to be considered and confirmed once project business cases have been finalised.

ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2024/27Introduction

An extract of the proposed ICT and Business Transformation Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

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 will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

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 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
System Availability (ITLocal_01)	100%	99.9%	99.2%	99.5%	99.5%	99.5%	Head of ICT and Corporate Services
Virus Protection / Cyber Security (ITLocal_05)	100%	100%	100%	100%	100%	100%	Head of ICT and Corporate Services

OTHER PERFORMANCE INDICATORS

Priority leaders also identified two further 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.

Key Performance Indicators (KPI)

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	97.8%	97.6%	Not yet available	98%	98%	98%	Head of ICT and Corporate Services ICT are migrating to a new Service Desk. Customer feedback will be collected once service desk is reinstated. Target for user testing is December 2023.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Percentage of Capital Projects in the annual BBSi Programme Completed in the current year (ITLocal_04)	100%	93%	88%	100%	100%	100%	Head of ICT and Corporate Services Employee resource / recruitment difficulties in current job market impacted completion of the programme. Recruitment for vacancy is ongoing to look to resolve resourcing issue and ensure future programme completion is achieved.

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2024/25 – 2026/27 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications/ Efficiencies / Other comments
<p>Digital Strategy Implementation</p> <p>Implementation of the technology and processes required to provide digital services our customers choose as their preferred channel</p> <p>IT2326_01</p>	<p>To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency.</p> <ul style="list-style-type: none"> • Implementation of Licensing forms • Investigate mobile technology solution for Environmental Health • Continue delivery of the appropriate technology to support agile working 	<p>Digital Strategy / Access Strategy with reporting tools implemented</p>	<p>Executive Director Head of ICT and Corporate Services</p>	<p>Leveraging further benefits from the Microsoft Teams platform to reduce business mileage and enhance customer service experience.</p> <p>Integrate voice services and contact centre elements to enable employees to service / meet customer needs from any location.</p> <p>Estimated Costs - Business case and report will be required in order to obtain capital funding in the following years:</p> <p>2024/25 £40,000 2025/26 £40,000 2026/27 £40,000</p>

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications/ Efficiencies / Other comments
<p>ICT Security Compliance:</p> <p>PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments IT2326_02</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 and Members are trained accordingly.</p> <p>Renew Cyber Essentials Accreditation</p>	<p>ICT security solutions are researched/ implemented.</p> <p>Shared learning re cyber incidents</p>	<p>Head of ICT and Corporate Services</p>	<p>Continued compliance with industry standard best practice implementation of security systems and end user equipment to ensure council's systems remain appropriately protected whilst maintaining ability to continuously adapt to support new Agile Working methods and technologies</p>
<p>SAN and ESXI Servers:</p> <p>Refresh SAN storage and ESXI server infrastructure IT2326_03</p>	<p>Replacement and enhancement of current equipment to support future business growth and reliable delivery of Council services</p>	<p>Learning from partner sites will inform approach</p> <p>Tender process required as part of procurement exercise</p>	<p>Head of ICT and Corporate Services</p>	<p>Improved performance of Council systems, improved reliability, improved management, scaled to support business growth and service improvements throughout the Council</p>
<p>New Ways of Working Mobile/Agile Working:</p> <p>Continue work to ensure agile working approaches continue to be fit for purpose IT2326_04</p>	<p>Review NWOW implementation at Kimberley Depot</p>	<p>Learning from other Local Authority sites will inform the Council's approach</p>	<p>Head of ICT and Corporate Services</p>	<p>Enable employees to work more efficiently, helping to improve service delivery.</p> <p>Reducing travel/mileage claims and reducing Council's carbon footprint.</p>

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications/ Efficiencies / Other comments
Telephony: Replace the Council's current Contact Centre telephony solution IT2427_01	Enhance the current features of the system to introduce voice and contact centre capability for the Council	Learning from partner sites will inform approach	Head of ICT and Corporate Services	Improved staff efficiency, improved customer service, improved management intelligence to support improved service delivery

The shadowed rows indicate reduction impact on Climate Change and Green Futures

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	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Budget Implications				
-	-	-	-	-
Efficiencies Generated				
ICT Solutions have enabled efficiencies in the following: <ul style="list-style-type: none"> • Planning Public Access, Consultee access and Electronic Document Management system allows the council to operate more efficiently, make CO2 reductions and deliver against increased planning applications without more staff. Legal Services, Democratic Services and Environmental Health all benefit from the introduction of this technology • Mileage has reduced 35% due to improved use of technology • Kofax system has provided 56% invoice matching at first point of contact 	-	See below	See below	See below

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Efficiencies Generated (continued)				
<ul style="list-style-type: none"> Improved technology has allowed the council to redirect staffing resources to allow additional activities to be carried out without increasing costs Circa £5,000 - £10,000 per efficiency made with introduction of each technology estimated Reduced handling, and in some cases elimination of paper from processes Broadband Renewal 	-	(5,000)	(5,000)	(5,000)
New business/increased income				
-	-	-	-	-
Net Change in Revenue Budgets		*Note	*Note	*Note

Note: Budget implications to be considered and confirmed once project business cases have been finalised.

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APPENDIX 2a

FINANCIAL ESTIMATES 2024/25 – 2026/27**RESOURCES – REVENUE BUDGETS**

Classification	Revised Estimate 2023/24 £	Base Budget 2024/25 £
Employees	5,613,700	6,000,180
Premises	312,750	372,810
Transport	31,900	24,550
Supplies & Services	2,734,150	2,820,300
Transfer Payments	12,344,400	12,549,550
Third Party Payments	266,650	101,200
Corporate Recharges	(1,874,900)	(2,027,350)
Capital Charges	3,476,350	3,554,400
Income	(7,056,140)	(7,737,020)
Income Benefits	(12,089,450)	(12,258,150)
TOTAL	3,759,410	3,400,470

The changes in the 2024/25 base budget for total net expenditure when compared with the 2023/24 revised estimate is primarily a consequence of the following items:

Classification	Change (£)
Employees – The increase in the salaries budget in 2024/25 is due to a pay award in 2023/24 and an assumed 4% pay award in 2024/25.	386,480
Premises – This increase is primarily due to expected increases in utility and energy costs in this portfolio area and programme maintenance.	60,060
Transport – This slight reduction in budgeted costs is linked to the Mayor's Chauffeuring service arrangements.	(7,350)

Classification	Change (£)
<p>Supplies and Services – A net increase in budgeted costs is largely due to the following:</p> <ul style="list-style-type: none"> • An increase in external audit fees of £88,500 • A net increase of £59,200 in postage costs. • An increase in the Revenue Contingency of £25,000. • An increase in software maintenance recharges of £54,000. <p>This is partially offset by the fall out of 2023/24 development budgets including a one-off £181,000 for the Borough Election (funded from earmarked reserves).</p>	86,150
<p>Transfer Payments – This budget relates to Rent Allowances, Rent Rebates and Discretionary Housing Payment costs. This cost is largely offset by Government subsidy. The 2024/25 base budget estimate for transfer payments is based on 10% reduction on the 2023/24 revised budget.</p>	205,150
<p>Third Party Payments – This reduction mainly relates to the end of the East Midlands Development Corporation three-year funding agreement.</p>	(165,550)
<p>Corporate Recharges – A net increase in recharges for services within the General Fund and HRA for costs including ICT and Business Transformation, Finance, Legal, Human Resources, Health and Safety, Payroll, Creditors, Debtors, Support Services and Audit and Control.</p>	(152,450)
<p>Capital Charges – Additional external interest borrowing costs charged to the General Fund based on current a forecast borrowing levels and interest rates.</p> <p>This is partially netted off by a decrease in depreciation charges, due to some assets becoming fully depreciated in 2023/24, and a decrease in Minimum Revenue Provision as 2023/24 is the final year of MRP for a number of assets.</p>	78,050

Classification	Change (£)
<p>Income – The increase in net income between the 2023/24 revised and 2024/25 base budgets is primarily due to:</p> <ul style="list-style-type: none"> • An increase in the external borrowing interest recharged to the HRA due to the borrowing related to the HRA capital programme. This charge is based on the proportion of debt financed capital schemes related to the HRA and the proportion related to the GF (£536k). • Forecast investment interest has increased. The forecast takes into account expected cash flows and interest rates for 2024/25 (£165k). • An increase in recharges to other service areas (£75k). • Recovered court costs are forecast to increase (£33k). <p>The above increases on income are partially netted off by:</p> <ul style="list-style-type: none"> • A decrease in recharges to capital based upon the proposed 2024/25 capital programme (£16k). • An increase in investment interest transferred to the HRA, which is calculated using the proportional balances between the GF and HRA (£93k). • A net decrease in recharges to the HRA based on a review of the recharge base (£28k). 	<p>(680,880)</p>
<p>Income Benefits – These partly offset the expenditure included above in Transfer Payments. As this spend is expected to reduce the related grants will also be reduced.</p>	<p>(168,700)</p>

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APPENDIX 2b

RESOURCES CAPITAL PROGRAMME

No.	Scheme	Estimated Total Cost £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Comments (also see narrative further below)
1	ICT Technical Infrastructure Architecture	150,000	50,000	50,000	50,000	
2	ICT Replacement and Development	230,000	40,000	60,000	130,000	
3	ICT E-Facilities (Digital by Design)	120,000	40,000	40,000	40,000	
4	Contingency	300,000	100,000	100,000	100,000	
	TOTAL	800,000	230,000	250,000	320,000	

RESOURCES CAPITAL PROGRAMME 2024/251. ICT Technical Infrastructure Architecture (£50,000)

This project provides for the replacement of key elements of the Council's technical infrastructure architecture. As core security and infrastructure technologies become end of life the result exposes critical components of equipment which will no longer be supported, increasing the potential risk in the event that an equipment failure occurs or the Council's security is compromised.

2. ICT Replacement and Development (£40,000)

This project provides for the replacement of PCs, laptops, servers, printers and scanners in accord with the Council's ICT replacement programme.

3. ICT E-Facilities (Digital by Design) (£40,000)

The Digital by Design (E-Facilities) project includes the major themes of digital engagement and development including website and mobile technologies development, with continued investment of the Council's website and content management system with an open source solution; continued investment of the Council's mobile technologies; and exploiting the Council's data

The former will continue to drive and enhance the Council's web presence including improved transaction capability. The open source solution will aim to reduce revenue costs. Additional specific business cases will be developed as part of the continued process of aiding the Council achieve efficiencies and cost savings. While costs are estimates experience shows that the budgeted investment is required.

4. Capital Contingency (£100,000)

This budget is intended to meet the cost of General Fund related unexpected capital items that need to be addressed during the financial year.

APPENDIX 2c

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

	Present 2023/24 £	Proposed 2024/25 £
Land Charges Search/Standard Enquiries *	96.00	102.72
Additional enquiries (standard)	14.00	15.00
Additional enquiries (other)	20.00	21.40
Additional parcels	16.00	17.14

* The proposed figure for 2024/25 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 many other Nottinghamshire and Lincolnshire authorities, the Council levies a charge of £80 for a summons with no cost added for the liability order.

3. Use of Council Accommodation

	Present 2023/24 £	Proposed 2024/25 £
Council Chamber		
Weekdays per hour (up to 5pm)	44.00	47.00
Weekdays per hour (after 5pm)	48.00	51.00
Saturday/Sunday per hour	n/a	n/a
Daily Rate Weekdays Only (up to 5pm)	105.00	112.00
Half Day Rate Weekdays Only	63.00	67.00
Reception Meeting Room		
Half Day Rate Weekdays Only	11.00	12.00

The rates above apply to the hire of the room to a commercial organisation. A 50% reduction will be applied for non-profit making organisations.

Rooms will not be hired to any organisation for political or religious purposes unless the use relates to Council business or the primary purpose is for the benefit of the community as a whole.

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Report of the Monitoring Officer

SCRUTINY WORK PROGRAMME

1. Purpose of report

The purpose of this report is to request that Members aware of matters proposed for and undergoing scrutiny. This is in accordance with all of the Council's priorities.

2. Recommendation

The Committee is asked to CONSIDER the report and RESOLVE to agree subjects to be considered for review including those submitted as suggestions for Scrutiny.

3. Detail

Details of the reviews currently suggested on the work programme are within the appendix.

Members may wish to consider new topics using the criteria below for their current programme:

- Issues identified by Members as a key issue for the public
- Issue has a significant local impact
- Significant public dissatisfaction (e.g. through complaints)
- Issue raised by auditors
- New government guidance/legislation
- New evidence provided by external organisation
- Poor performance (e.g. evidence from performance indicators)
- High level budgetary commitment
- Pattern of budgetary overspending.

4. The work programme for the next meeting is as follows:

22 February 2024	•
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5. Legal Implications

The terms of reference are set out in the Council's constitution. It is good practice to include a work programme to help the Council manage the portfolios.

6. Background Papers

Nil

APPENDIX

1. Topics Agreed by the Overview and Scrutiny Committee

	Topic	Topic suggested by	Link to corporate priorities/values
1.	Disabled Facilities Grants	Councillor B C Carr	The Housing aim of a good quality home for everyone
3.	Child Poverty	Overview and Scrutiny Committee	A strong caring focus on the needs of all communities
4.	Budget Consultation	Overview and Scrutiny Committee	Continuous improvement and delivering value for money
5.	Homes for Life	Councillor S J Carr agreed by Overview and Scrutiny Committee	The Housing aim of a good quality home for everyone
6.	Building Control	Councillor B C Carr agreed by the Overview and Scrutiny Committee to put on hold. Awaiting the outcome of a report to Cabinet.	Continuous improvement and delivering value for money
7.	Diversity and Inclusion at the Council	Councillor S Dannheimer agreed by the Overview and Scrutiny Committee	A strong caring focus on the needs of all communities
8..	Resident Engagement Review	Cabinet	A strong caring focus on the needs of all communities

2. Spotlight Reviews

1.	Housing Repairs Service Review	Six Month Review	The Housing aim of a good quality home for everyone
2.	Markets	Six Month Review	Continuous improvement and delivering value for money

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