



Monday, 13 January 2025

Dear Sir/Madam

A meeting of the Overview and Scrutiny Committee will be held on Tuesday, 21 January 2025 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
	T J Marsh (Vice-Chair)	A W G A Stockwell
	E Williamson (Vice-Chair)	C M Tideswell
	H L Crosby	S Webb
	K A 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 are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. Consideration of Call - in

To consider any matter referred to the Committee for a decision in relation to the call in of a decision.

4. Performance Management Framework Business Plans and Budget Setting (Pages 11 - 16)

To note the performance and financial management framework used to support the business planning and budget setting process. This is in accordance with all of the Council's priorities.

5. Housing – Business Plan and Financial Estimates 2025/26 - 2027/28 (Pages 17 - 58)

To consider proposals for the business plan, revenue budget estimates, capital programme and proposed fees and charges in respect of the Council's priority area of Housing.

6. Business Growth – Business Plan and Financial Estimates 2025/26 - 2027/28 (Pages 59 - 84)

To consider proposals for the business plan, revenue budget estimates, capital programme and proposed fees and charges in respect of the Council's priority area of Business Growth.

7. Resources and Support Service Areas – Business Plans and Financial Estimates 2025/26 - 2027/28 (Pages 85 - 128)

To consider proposals for the business plan, revenue budget estimates, capital programme and proposed fees and charges in respect of the Council's priority area of Resources and Support Service Areas.

8. Work Programme (Pages 129 - 132)

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:

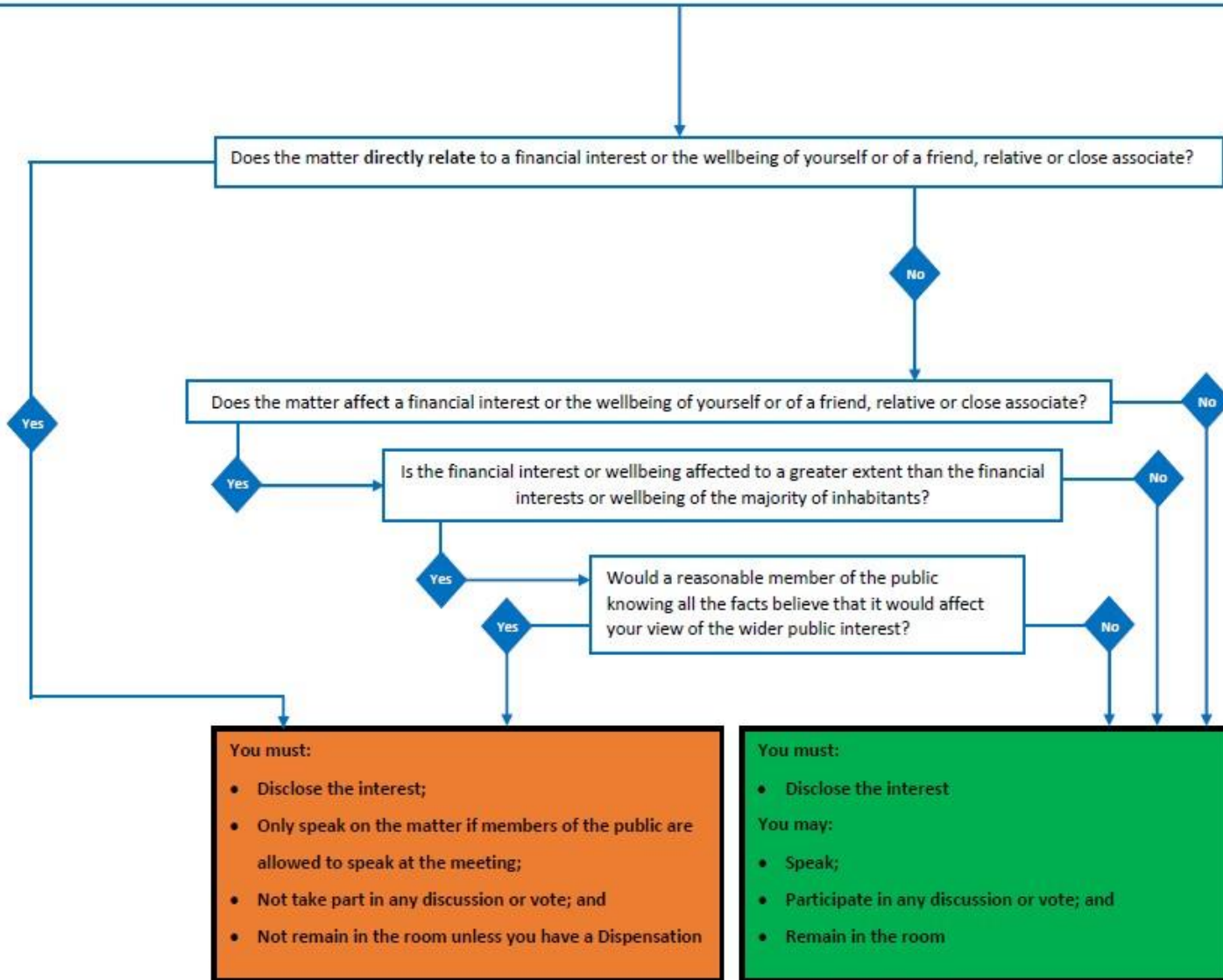
- Disclose the interest;
- Only speak on the matter if members of the public are allowed to speak at the meeting;
- Not take part in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

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.



Report of the Chief Executive and Deputy Chief Executive

Performance Management Framework – Business Planning and Budget Setting
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1. Purpose of Report

To note the performance and financial management framework used to support the business planning and budget setting process. This is in accordance with all of the Council's priorities.

2. Recommendation

The Committee is asked to NOTE the report.

3. Detail

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

The respective reports in respect of Housing; Business Growth and the support services areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation are considered elsewhere on this agenda.

A summary of the Council's performance management framework, including business planning and budget setting, is included in the **Appendix**.

4. Financial Implications

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

The detailed financial implications are included within the Business Plans and Budget Setting reports included elsewhere as part of this agenda pack.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

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 Union comments in relation to this post.

8. Climate Change Implications

There are 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 this is no change to policy an equality impact assessment is not required.

11. Background Papers

Nil.

Appendix**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.

The agendas for the Committee meetings on 20 and 21 January 2024 consider the detail in respect of the Business Plans covering all the priorities and the support services areas. 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 2025/26 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Framework for 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.

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 Borough, where everyone prospers**”.

Priorities

The 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, Community Safety** and **Leisure and Health**.

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*

Emloyees: *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/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 needs

The priorities/objectives for **Business Growth** are ‘invest in our towns and people’:

- Develop and implement area regeneration
- Support business employment, skills and connectivity

The priorities/objectives for **Environment** are ‘protect the environment for the future’:

- Reduce carbon emissions and improve air quality
- Continue to invest in our parks and open spaces
- Reduce the amount of waste disposed of in the black-lidded bin and increase recycling and composting

The priorities/objectives for **Community Safety** are ‘a safe place for everyone’:

- Reduce anti-social behaviour in Broxtowe
- Work with partners to reduce violence and improve public safety
- Reduce drug and alcohol use

The priorities/objectives for **Leisure and Health** are ‘healthy and supported communities’:

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

Financial Background

The revenue and capital budget proposals for each corporate priority, together with proposed fees and charges, are provided within this agenda.

The revenue budgets will show the 2024/25 revised estimate as of December 2024 and the 2025/26 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 2025/26 base figures:

- 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 charge.

Report of the Chief Executive and the Deputy Chief Executive

Housing – Business Plan and Financial Estimates 2025/26-2027/28

1. Purpose of Report

To consider proposals for the business plan, revenue budget estimates, capital programme and proposed fees and charges in respect of the Council's priority area of Housing.

2. Recommendation

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 2025/26 (base)**
 - b) **The capital programme for 2025/26 to 2027/28**
 - c) **The fees and charges for 2025/26.**

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.

This report deals with the Housing Business Plan and associated budgets covering this priority area. 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 needs.

An extract of the proposed Housing Business Plan is provided in **Appendix 1**. 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 **Appendix 2a**, **Appendix 2b** and **Appendix 2c**.

4. Financial Implications

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

The appendices to this report outline the revenue and capital budget proposals for Housing and associated service areas, together with the proposed level of fees and charges.

Following consideration by this Committee, a summary of the estimates, including any recommended changes, will be presented to Cabinet on 4 February 2025 for consideration and recommendation onto full Council on 5 March 2025.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

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

Not applicable.

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.

Housing Business Plan 2025-2028

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 Cabinet on a quarterly basis. In addition, Cabinet and the 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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net additional homes provided (NI154)	306	332	512	430	430	430	Head of Planning and Economic Development The large increase in 2023/34 is due to some large student and care home developments completing in 2023/24
New Council houses built or acquired (HSLocal_39)	13	6	25	23	45	45	Head of Housing During 2023/24, 25 properties were acquired into the Housing stock. This consisted of 8 x 3 bed houses; 9 x 2 bed flats; 3 x 2 bed houses; 4 x 1 bed flats; and 1 x 1 bed bungalow
Overall satisfaction with the service provided (HSTOP_01)	85.8%	70.7%	65.6%	89%	79%	79%	Head of Housing Figure is available annually and is calculated from Tenant Satisfaction Measures Survey. Housemark year-end analysis of pulse data based on the Central Local Authorities and ALMO peer group show Upper quartile = 78.7%; Median = 68.7%; Third quartile = 63.6% Most landlords are having a decline in satisfaction rates. New target is still aiming for top quartile performance.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Gas safety (HSTOP_02)	99.84%	99.41%	99.84%	100%	100%	100%	Housing Repairs and Compliance Manager In 2023/24, 4,205 out of 4,212 were serviced on time. seven were completed out of compliancy. Full compliancy was achieved from May 2023 onwards. Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 99.9% • Fully Compliant – 31% of landlords
Legionella compliancy (HSLocal_33)	100%	100%	100%	100%	100%	100%	Housing Repairs and Compliance Manager Previously a KPI, has been included as a CSI due to the new Tenant Satisfaction Measures from 2023/24. Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 88% of landlords

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Lift checks compliancy (HSLocal_43)	-	-	93.4%	100%	100%	100%	Housing Repairs and Compliance Manager New KPI as part of the new Tenant Satisfaction Measures. 1 scheme out of 15 was completed out of time by three weeks. Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 89% of landlords

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Asbestos compliancy (HSLocal_44)	-	-	14.5%	100%	100%	100%	Head of Asset Management and Development New KPI as part of the new Tenant Satisfaction Measures. Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 63% of landlords Remedial works to be funded from Capital budget Asbestos data is held on an external portal, which is being validated. In addition, work is being done to ensure that operatives can access full records via mobile devices, which presently is not in place.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Blocks and schemes with a Fire Risk Assessment (FRA) (HSLocal_45)	-	-	70.2%	100%	100%	100%	Head of Asset Management and Development New KPI as part of the new Tenant Satisfaction Measures. Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 81% of landlords Remedial works to be funded from Capital budget. Presently, all blocks have had an FRA completed, via three separate suppliers. An assessment of the submissions has found a number of formatting issues, which are being addressed by the Health and Safety team. Work has commenced on putting in place an automated system to store FRA documentation, once this data has been cleansed. There are issues with FRA not covering roof spaces and this will need to be addressed as part of the re-inspection programme, which is presently being procured.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Electrical compliancy (HSLocal_29)	73.2%	80.0%	89.1%	100%	100%	100%	Housing Repairs and Compliance Manager Not included as part of the new Tenant Satisfaction Measures. It is becoming increasingly difficult to access the remaining properties. As at end of December 2024, electrical compliancy figure had increased to 93%. Some cases have been escalated to Legal Services to obtain injunctions. Further support is provided by other teams and support workers to access remaining properties.
Rent collected as a percentage of the rent owed (BV66a)	100.91%	100.76%	100.20%	99%	99%	99%	Income and Housing Manager Achieved an arrears figure of £153k as at 31 March 2024 which is slightly lower than the previous arrears at 31 March 2023 (£155k).
Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted (HSLocal_42)	84.60%	71.30%	82.70%	70%	70%	70%	Housing Operations Manager The Housing Options team have successfully intervened or prevented an average of 82.7% of cases over 2023/24, which is an increase of 11.4% from 2022/23. The team had a number of vacancies during 2023/24 but still exceeded the target.

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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	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)	1,531	1,717	831	950	950	950	Head of Planning and Economic Development
Affordable homes provided (NI 155)	40	68	79	85	85	85	Head of Planning and Economic Development
Void Rent Loss (HSLocal_03a)	-	-	£239k	£350k	£300k	£300k	Housing Operations Manager New indicator 2023/24. The cumulative total of rent loss since April 2023 is £239,384. There has been a total of 21,863 void days since April 2023.
Average Relet Time – General Needs (HSTOP_03)	54 days	88 days	63 days	20 days	20 days	20 days	Housing Operations Manager In 2023/24, 161 General Needs properties were relet. Average time taken from the point of the previous tenancy ending to the point of a new tenancy commencing took on average 63 days. This is a significant decrease from the previous year.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average Relet Time – Independent Living (HSTOP_03a)	132 days	170 days	45 days	40 days	40 days	40 days	Housing Operations Manager In 2023/24, 98 Independent Living properties were relet. On average, it took 45 days for the properties to be relet, which is much closer to the target than recent years. Previous years have seen an increase in the average relet time due to letting hard-to-let properties that were void for a significant period of time.
Reactive repairs - appointments kept (HSLocal_BM05)	97.7%	96.2%	97.7%	98%	98%	98%	Housing Repairs and Compliance Manager During 2023/24, 11,329 appointments were kept out of 11,613 appointments made. The reasons for the 284 not kept are as follows: Sickness 106; Rearranged to attend an emergency 163; and Weather 15
Total number of nights bed and breakfast accommodation is used (HSLocal_46) (New)	-	-	-	-	1,400	1,400	Housing Operations Manager New performance indicator 2025/26. Target based on total of 788 nights from April 2024 – September 2024. Working to achieve a 10% reduction.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	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/ phone with person responsible – 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 	25	26	34	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 2025/26 – 2027/28 INCLUDING COMMERCIAL ACTIVITIES

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Refresh and 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
Develop Asset Management Strategy 2025-2028 HS2124_02.1	Plan to fully utilise assets held within the Housing Revenue Account Ensure all Council housing achieves the Decent Homes Standard	Current external contractors	Head of Asset Management and Development March 2028	Based on information from recent stock condition survey.
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 Nottinghamshire 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

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
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 Wave 3 (expected £3m grant over 3 years) and ECO4	Head of Asset Management and Development 2027 in line with Council Net Zero Target	Preparing to submit application for the next round of grant bids - Awaiting outcome. All SAP C properties included in the initial proposed schedule have been removed and replaced with D and below. Work to identify high cost properties, to allow a full appraisal ahead of investment, has begun.
Implement Housing Strategy 2025-2028 HSG2427_01.1	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 Services and Strategy Manager March 2028	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	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 2026	Improvements in processes should achieve efficiency savings. Work to automate delivery streams, move away from spreadsheet / manual intervention.
Review Lifeline Service, by undertaking consultation with current and potential customers, and adapt service accordingly (HSG2528_01) (New)	Improved service for elderly and vulnerable people in the Borough	Currently in contract with a provider for the hardware	Income and Housing Manager March 2025	Additional budget may be required once service has been reviewed. Report will be presented to Cabinet at appropriate time. Could increase income for the Council depending on the business model approved.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
To consider whether an additional licensing scheme for private rented dwellings would be appropriate (COMS2427_02)	To determine whether the evidence exists to meet the criteria for the implementation of an additional property licensing scheme or whether the introduction of the Renters Reform legislation will address the key concerns in private rented property standards	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 September 2025	Resource for the scoping exercise would be required. An initial stock condition housing exercise has been procured. If the recommendation is to introduce additional licensing, financial reports including fees and charges to support this function will be undertaken.
Produce a policy on HIMO licensing if necessary (COMS2427_03)	To provide a framework to support the existing procedures for HMO Licensing	Not applicable	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer March 2025	The approach to enforcement of HMO Licensing is addressed through the existing Housing Civil Penalty and Corporate Enforcement Policies. To be met within existing resources if required.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Develop and implement a Damp and Mould Action Plan CP2528_01 (New)	To ensure the Council meets the legislative requirements in relation to damp and mould Improve the health outcomes for tenants Provide information to residents Ensure compliance with legislation	Commission remediation works as required Council Properties	Head of Asset Management and Development Head of Housing Head of Environmental Health, Licensing and Private Sector Housing Ongoing	Additional capital funding required circa £150k per annum. Action plan in draft, work on data mapping has commenced, to establish a preventative approach. HHSRS CAT 1 Hazards identified on the last round of the HRA stock condition surveys, which relate to damp and mould, have been passed to an external supplier to complete a full assessment of the cause of the issues, and undertake post work checks to ensure resolution.
Undertake Asbestos Management Surveys CP2528_02 (New)	To ensure the Council meets the legislative requirements in relation to asbestos management	Commission contractors as required to manage asbestos within Council Assets	Head of Asset Management and Development Ongoing	Additional capital funding required circa £450k per annum. An annual re-inspection regime is not presently in place. There are also issues around the same contractor completing surveys and removals. Work to re-procure services and develop the API between system and the external asbestos portal is underway.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Undertake Fire Safety Risk action remediation CP2528_03 (New)	To ensure the Council meets the legislative requirements in relation to Fire Safety	Commission remediation works as required to ensure Fire Safety of Council Assets	Head of Asset Management and Development Head of Health, Safety, Emergency Planning and Compliance Ongoing	Additional Capital funding required circa £2,036,400 per annum. Presently, no contracts in place to deliver passive, active, fire doors or any annual fire door inspection programme. In addition, the spreadsheet based system to record, allocate and close off actions is not sufficient to evidence the necessary transparency required to demonstrate adequate resolution of issues raised through the FRA process. A proposal is due to GMT in early 2025/26 to rectify this.

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	Action Code	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
Additional funding required to meet requirements of new legislation regarding damp and mould	CP2528_01	150,000	150,000	150,000
Social Housing Decarbonisation, funded through DESNZ grant and Council co-funding	CP2326_01b	2,060,000	2,060,000	2,060,000
Additional funding required to meet requirements of legislation regarding Asbestos	CP2528_02	450,000	450,000	450,000
Additional funding required to meet requirements of legislation regarding Fire Safety Risk Assessments	CP2528_03	2,036,400	2,036,400	2,036,400
Efficiencies Generated				
Reduced rent loss due to improvements in void processes	HSLocal_03a	(50,000)	(50,000)	(50,000)
Reduced rent arrears due to effective use of RentSense system	BV66a	(5,000)	(5,000)	(5,000)
New business/increased income				
Homes England grant funding		To be determined	To be determined	To be determined
Lifeline Service	HSG2528_01	-	Unknown***	Unknown***
Increase in recharges	HS2225_05**	(10,000)	(10,000)	(10,000)

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2024/25 Budget £	2025/26 Budget £	2027/28 Budget £
New business/increased income (continued)				
Income from new shared ownership units	HS1922_02	(22,000)	(22,000)	(50,000)****
Income from new rental units – both new build and acquisition	HS1922_02	(186,000)	(279,000)****	(279,000)****
Net Change in Revenue Budgets		*Note	*Note	*Note

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

** Action in 2024/25 Business Plan.

*** Unknown until review is completed.

**** Prediction based on likely handover date of future schemes and estimated rent.

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Appendix 2a

Financial Estimates 2025/26

Housing General Fund – Revenue Budgets

Cost Centre	Revised Estimate 2024/25 £	Base Budget 2025/26 £
Hostel Accommodation	20,200	62,850
Homelessness (GF)	583,940	416,317
Housing Strategy	128,690	209,050
Lifeline and Miscellaneous Housing (GF)	(57,850)	11,700
Total	674,980	699,917

Classification	Revised Estimate 2024/25 £	Base Budget 2025/26 £
Employees	387,140	388,600
Premises	114,900	153,000
Transport	800	1,000
Supplies and Services	337,400	365,500
Corporate Recharges	333,890	489,900
Income	(499,150)	(698,083)
Total	674,980	699,917

The budget increase for net expenditure in 2024/25 between the original budget and revised estimate is a consequence of the following items:

	Change (£'000)
Add: General Fund Revenue items carried forward from 2023/24 approved by Cabinet on 27 July 2024 (Homelessness)	20
Revenue Budget increase in 2024/25	20

The main changes in the 2025/26 budget for total net expenditure when compared with the 2024/25 revised estimate is primarily a consequence of the following items:

Service Area	Change (£'000)
<p>Hostel Accommodation – The main variation relates to an increase of £20k on energy costs, based on actual usage in 2023/24 and 2024/25 and contract prices.</p> <p>There has also been a projected reduction of £15k in expected rental income based on 2023/24, 2024/25 (to date) and forecast demand.</p> <p>Other variations relate to Council Tax charges and an uplift in internal recharges based on increased costs in other service areas.</p>	43
<p>Homelessness – This variation is primarily due to a £203k increase in the Homelessness and Rough Sleeping grants provided by central government. This is partially offset by a £23k increase in recharges to the General Fund from the HRA due to increased costs.</p>	(168)
<p>Housing Strategy – 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 HRA cost budget has led to an increase in this internal recharge.</p>	80
<p>Lifeline and Miscellaneous Housing (GF) – There is a £30k increase in equipment costs based on the contract price and expected demand from tenants. There is also a £9k increase in system maintenance based on the contract price. There has also been a £41k uplift in support services costs, including the recharge for the Debtors service.</p> <p>These have been partially offset by an increase in expected income of around £11k has been based on a review of fees and charges as part of the Business Strategy</p>	70
Revenue Budget increase in 2025/26	25

Housing Revenue Account – Revenue Budgets

	Revised Budget 2024/25 £	Base Budget 2025/26 £
Repairs and Maintenance	5,839,829	5,173,500
Supervision and Management	3,781,860	3,941,900
Special Services	2,574,381	2,671,700
Rents, Rates, Taxes and Other Charges	162,300	162,550
Depreciation and Impairment of Fixed Assets	4,777,900	5,014,900
Increase/Decrease in Impairment of Debtors	70,000	50,000
Total Expenditure	17,206,270	17,014,550
Dwelling Rents (Gross)	(18,535,470)	(19,660,000)
Non-dwelling Rents (Gross)	(279,000)	(279,000)
Tenants' Charges for Services and Facilities	(843,010)	(842,000)
Leaseholders' Charges for Services and Facilities	(110,250)	(163,600)
Other Charges for Services and Facilities	(8,500)	(123,000)
Total Income	(19,776,230)	(21,067,600)
Net Cost of Services	(2,569,960)	(4,053,050)
HRA share of Corporate and Democratic Core	487,780	513,550
HRA share of interest payable and similar charges including amortisation of premiums and discounts	3,210,320	3,929,070
HRA Investment Income	(177,400)	(132,700)
(Surplus)/Deficit for the Year on the HRA Income and Expenditure Statement	950,740	256,870
Capital expenditure funded by the HRA	-	-
(Increase)/Decrease in the HRA Balance	950,740	256,870
HRA Opening Balance	(2,672,511)	(1,721,771)
HRA Closing Balance	(1,721,771)	(1,464,901)

Classification	Revised Budget 2024/25 £	Base Budget 2025/26 £
Employees	5,369,950	5,683,600
Premises	1,194,610	1,010,300
Transport	182,400	217,400
Supplies and Services	3,431,350	3,106,550
Third Party Payments	862,350	919,800
Corporate Recharges	2,556,480	2,439,100
Capital Charges	7,988,220	8,943,970
Income	(20,634,620)	(22,063,850)
Total	950,740	256,870

The budget increase for net expenditure in 2024/25 between the original budget and revised estimate is a consequence of the following items:

	Change (£'000)
Add: Approved Revenue Developments 2024/25 (Housing Disrepair Works (£350k) and Housing Disrepair Compensation (£200k))	550
Add: General Fund Revenue items carried forward from 2023/24 approved by Cabinet on 27 July 2024 (Independent Living Service – Digital Switchover £60k; Energy Performance Certificates (EPC) for HRA properties £27k)	87
Add: Budget amendments approved by Cabinet on 9 January 2024 (New Change Delivery Manager £28k (HRA); New Head of Health, Safety and Emergency Planning £8k (HRA); New Compliance Manager (H&S) £25k (HRA); New Disrepair Inspector £52k; New Disrepair Administrator post £33k; Disrepair Claims - Legal agency locums £80k)	226
Add: Budget amendments approved by Cabinet on 12 March 2024 (Housing Stock Condition Survey Programme 2024/25).	100
Revenue Budget increase in 2024/25	963

An analysis of the major variances between the 2024/25 revised budget and the 2025/26 base budget is included in the table below. The 2025/26 base budget shows an increase in expenditure of £0.735m, whilst income has increased by £1.429m. The major variances are detailed below:

Service Area – Expenses	Change (£'000)
<p>Changes in employee related costs across the HRA including the impact of the 2024/25 pay award, the anticipated 3% pay award in 2025/26, changes to National Insurance Contributions and contracted salary increments.</p> <p>This increase has been partially offset by the introduction of a vacancy rate target for the HRA at £250k per annum (in both 2024/25 revised and 2025/26 base).</p>	314
<p>A net reduction in Premises costs due to:</p> <ul style="list-style-type: none"> • A development budget of £200k for Housing Disrepair related repairs was a one-off in 2024/25 and therefore is not included in the 2025/26 base budget. • A reduction in spend of £84k due to one-off budgets from 2024/25 not being required in 25/26, including the Digital Switchover development. • A £32k increase in the cost of gas and electricity based upon expected usage to date and unit prices. • Spending on general and safety related repairs and maintenance in Independent Living Schemes is expected to increase by £42k based upon work that is currently required. • The stock condition survey budget has been increased by £18k in order to include garage surveys. • The contracted costs of the alarm/monitoring system for Independent Living Schemes are due to increase by £11k. 	(184)
<p>An uplift in transport related expenditure primarily due to an increase in fleet operating costs (e.g. mechanics pay, fuel, and materials), a proportion of which is recharged to the HRA.</p>	35
<p>A net decrease in supplies and services costs mainly due to:</p> <ul style="list-style-type: none"> • A development budget of £350k for Housing Disrepair related compensation was a one-off in 2024/25 and therefore is not included in the 2025/26 budget. • The budget for rent arrears write-offs has been decreased by £20k based on previous and forecasted requirements. 	(325)

Service Area – Expenses	Change (£'000)
<ul style="list-style-type: none"> • The budget for spend on administering leases has been reduced by £31k due to the earlier budget for registering leases with the Land Registry being a one-off and not required in 2025/26 • Similarly, the 2024/25 revised budget included £27k for EPC, which was a one-off budget set up a number of years ago, with the balance being carried forward until the project is complete. The base budget is not required for 2025/26. • Insurance premiums are expected to be £18k lower in 2025/26 based on estimated premiums following a positive tender exercise for the insurance contract. • A £57k increase in the software maintenance internal recharge due to increased ICT and software contract costs. • The telephone budgets have been increased by a combined £30k to match actual usage. • Grants paid to tenants as part of the Home Release Scheme are set to increase by £20k now that the scheme has been fully established. • The Housing Ombudsman have increased their fees resulting in an anticipated budget increase of £10k. 	
<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>	57
<p>This decrease in Corporate Recharges is largely due to changes in the way Housing Repairs expenditure is processed. Administration costs are now charged directly to the relevant team (e.g. Housing Repairs – Gas/Electrical etc..) instead of being charged centrally and then recharged to the individual teams. This is not then a true saving but results from a change in accounting adjustments.</p>	(117)
<p>There has been a large increase in capital charges is forecast for the HRA in 2025/26, which is primarily due to the following factors:</p> <ul style="list-style-type: none"> • Borrowing interest costs to the HRA are forecasted to rise by £719k. This is based on both the estimated external borrowing required to finance the HRA Capital Programme and the forecast interest rates for that borrowing. • An increase in the value of Council dwellings has led to a £207k increase in depreciation charges. 	956

Service Area – Expenses	Change (£'000)
<ul style="list-style-type: none"> A £30k increase in non-dwelling depreciation charges largely due to new vehicles being purchased as part of the vehicle replacement programme. 	
Service Area – Income	Change (£'000)
<p>An increase in Housing Rents (Dwelling) income based upon:</p> <ul style="list-style-type: none"> An opening stock of 4,375 properties; plus 46 acquisitions and new builds across 2024/25 and 2025/26; less 31 estimated sales (Right to Buy) across the two years; equalling a projected closing stock of 4,390 properties. Add the impact of a 2.7% rent increase (September CPI plus 1% as allowed by the Regulations). Add an estimated £25k for income from shared ownership properties. Less projected void loss of £287k. <p>See further commentary below for more details.</p>	(1,125)
<p>There is no change in the Garage Rents budget as charges have not been increased. It is proposed that there would be no increase in garage rent charges in 2025/26 either in order to keep charges in line with other suppliers.</p> <p>See further commentary below for more details.</p>	-
<p>There has also been no material change in Support Charges. The expected fees income has increased slightly but expected void loss has also seen a slight increase resulting in no material change.</p>	-
<p>Other notable changes in HRA Income include:</p> <ul style="list-style-type: none"> Investment income is forecast to decrease based on expected reserve balances and interest rates The HRA is expected to receive a proportion of a Section 31 grant funding that the Council is expecting to receive to support the increased cost of employer's National Insurance Contributions. Based on actual time-spend from 2023/24 and pay increases, an additional £74k is budgeted to be recharged from the HRA to the capital programme in 2025/26 	<p>45</p> <p>(115)</p> <p>(74)</p>
(Surplus)/Deficit for the Year on the HRA Income and Expenditure Statement	257

Revenue Development

Damp and Mould

In addition to the above changes to base budgets, there is a request for a new revenue development in 2025/26 and potentially beyond. This budget is to meet the requirements set out in 'Awaab's law', which will require landlords to fix reported health hazards within specified timeframes. This will become an implied term in social housing tenancy agreements, although these measures are expected to come into force shortly. The total budget requested is £150,000, with £100,000 for sub-contractors and £50,000 for materials.

This would result in an updated HRA deficit of £407,000 for 2025/26 and further reduce the HRA Reserve working balance to £1,314,901 by 31 March 2026.

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 2024/25 were charged over a 48-week period, which is similarly the case for 2025/26.

In 2023/24 the Government limited by legislation the increase in HRA dwelling rents to 7%. In 2024/25 this reverted back to the previous policy of limiting increases to September CPI plus 1% and this has been maintained for 2025/26. An increase of 2.7% 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 was 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 2024/25 and 2025/26 (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 2026 is forecasted at around £1.4m. This estimate does not include the impact of the requested Damp and Mould development budget. If this new budget was to be approved, the balance as at 31 March 2026 would be £1.3m. The Council has set its minimum balance as £1 million. It is therefore important that the Council maintains no 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 short, medium and long-term sustainability of the HRA. The 30-year Business Plan is due to be reviewed during 2024/25 and 2025/26.

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Appendix 2b

Housing Capital Programme

No.	Scheme	Estimated Total Cost £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	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	7,266,000	2,422,000	2,422,000	2,422,000	excludes capital salaries
3	Heating Replacements and Energy Efficiency Works	4,485,000	1,495,000	1,495,000	1,495,000	excludes capital salaries
4	Electrical Periodic Improvement Works	600,000	200,000	200,000	200,000	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	1,500,000	600,000	500,000	400,000	excludes capital salaries
7	Fire Safety Assessment and Remedial Work	6,108,000	2,036,000	2,036,000	2,036,000	excludes capital salaries
8	Window and Door Replacement	1,800,000	600,000	600,000	600,000	excludes capital salaries
9	External Works – Paths, Paving and Hard Standings	1,230,000	410,000	410,000	410,000	excludes capital salaries
10	Structural Remedial Repairs	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 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Comments (also see narrative further below)
12	Asbestos Surveys and Remedial Works	1,350,000	450,000	450,000	450,000	excludes capital salaries
13	Social Housing Decarbonisation	6,000,000	2,000,000	2,000,000	2,000,000	£930k grant from DESNZ with £1.130m from the Council - HRA Borrowing
14	Garage Refurbishment and Replacement	750,000	250,000	250,000	250,000	Mix of Major Repairs Reserve and/or HRA Borrowing.
15	Damp Proofing Works	300,000	100,000	100,000	100,000	Mix of Major Repairs Reserve and/or HRA Borrowing.
16	Capital Salaries (Capital Works)	1,650,000	525,000	550,000	575,000	Total capital salaries to be reallocated to schemes at outturn
17	HRA Contingency	300,000	100,000	100,000	100,000	
	TOTAL	37,764,000	12,663,000	12,588,000	12,513,000	

Housing Delivery Programme Capital Programme

No.	Scheme	Estimated Total Cost £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Comments (also see narrative further below)
1	Acquisition of Properties	4,200,000	1,400,000	1,400,000	1,400,000	Funded by RTB receipts
2	New Build – Land at Bramcote Crematorium	5,000,000	1,000,000	2,000,000	2,000,000	Funded by S106 and HRA Borrowing. Major scheme (£9.4m) covering five financial years.

No.	Scheme	Estimated Total Cost £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Comments (also see narrative further below)
3	New Build – Chilwell and Watnall Garage Sites (including Inham Nook)	500,000	500,000	-	-	Funded by Homes England Grant and HRA Borrowing. Total scheme £4.8m with circa £4.3m budgets already in 2024/25 and previous.
4	New Build – Field Farm	1,000,000	1,000,000	-	-	Major scheme funded by S106 contributions and HRA Borrowing. Total cost £3.5m with £2.5m budget already in 2024/25.
5	New Build – Felton Close, Selside Court and Gayrigg Court	1,000,000	1,000,000	-	-	Funded by S106, Homes England Grant and HRA Borrowing. Total scheme increased to £3.2m with £2.2m budget already in 2024/25.
6	New Build – Chilton Drive and Spring Close	700,000	700,000	-	-	Funded by S106, Homes England Grant and HRA Borrowing. Total scheme £1.4m with £700k budget already in 2024/25.
7	New Build - Housing Feasibility Costs	250,000	250,000	-	-	HRA Borrowing
8	Housing Delivery Plan Officer Posts	600,000	200,000	200,000	200,000	Capital Salaries
	TOTAL	13,250,000	6,050,000	3,600,000	3,600,000	

Housing Capital Programme 2025/26

General Fund Housing

1. Disabled Facilities Grants (£800,000)

Budget 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 Account

2. Housing Modernisation Programme (£2,422,000)

Budget to continue 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, and the Broxtowe Standard.

It is essential to protect the value of the assets and protect the investment. Since commencement the Council has completed the properties that were non-decent or becoming non-decent. The Council has also been careful to manage the newly arising need, and continue the work towards the standard chosen by residents and reviewed previously through service review groups. The work includes kitchens, bathrooms, and roof replacements. The work will be delivered by new contractors once tenders have been reviewed and contractors appointed.

3. Heating Replacement and Energy Efficiency Works (£1,495,000)

Budget to continue 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 Government's Decent Homes Guidance.

This work is essential in order to maintain the housing stock assets. Broxtowe has a small stock of older gas boilers that are coming to the end of their cost effective lifecycle and parts are getting harder to source. The Council needs to continue to replace them with high efficiency condensing combination boilers that are SEDBUCK A rated, and also start to plan the renewal of the next cycle of units.

Another area of work that is required is to target dwellings with electric heating. These currently have old storage heaters that are inefficient and do not meet current efficiency requirements. We need to replace them with new more efficient heating options that are Lot20 compliant, including water heating that will help towards reducing the risk of legionnaire's disease through stored water. As well as new storage heaters alternative technologies will be investigated. These works will also help those at risk of fuel poverty

4. Electrical Periodic Improvement Works (£200,000)

This budget will assist with compliance with the Institute of Electrical Engineers (IEE) Wiring Regulations (18th Edition), and the Institute of Engineering and Technology – Requirements for Electrical Installations BS7671:2008 and subsequent amendments. Arc fault protection developments will be included as the development rolls out. Part of the requirements is to regularly test all fixed installations within our housing stock and communal areas. This testing is ongoing by the Housing Repairs team and there will be a number of improvements required to meet the latest amendments of the regulations.

A particular requirement will be the replacement of consumer units to meet amendment 3 of the IEE wiring regulation for fire safety. The Council will take the opportunity to ensure the smoke/heat and CO detectors are hard wired and linked within the dwelling.

The work will also be completed to communal fixed electrical equipment including Fire detection panels where identified for improvement, external communal lighting and smoke detection, and fixed smoke/heat and CO detection to monitored systems within independent living scheme dwellings which is currently under review. With an ongoing requirement to make essential changes to the monitored system during the re-classification of retired schemes to general housing.

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

Budget 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 (£600,000)

A rolling the programme of external painting and pre-paint repairs to the housing stock. The programme will target external components including soffits (including asbestos removal), 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 (£2,036,000)

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 component body to carry out all required FRA and complete recommendations to remain compliant and keep our occupants safe.

The work can be complicated, time consuming and is property type specific. As the way the FRA are completed evolves further to meet the changing legislative needs, so too will the focus of the work. Although an estimate can be provided for the cost of surveys and works, it is difficult to predict the total cost. In addition to this, it may prove necessary to look at additional providers to assist with the work requirements should acceleration of the work be needed. This budget application is made with a note that it may need to change significantly moving forward

8. Window and Door Replacement (£600,000)

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 (£410,000)

The Council owns paths, paving and hard standings that service some of the housing stock. These areas have fixed 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)

Budget 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 Government's 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 stock condition surveys for some of 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 (£450,000)

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. Social Housing Decarbonisation (£2,000,000)

There are non-binding Government targets for social housing achieve an EPC 'C rating' by 2030. This is expected this will be become law, with the government recently announcing they are going to run a consultation on implementing an EPC C by 2030 requirement on social housing.

It is anticipated works will be required to around 1,500 houses over the coming years to achieve this. Measures that will be installed include fabric first such as cavity/external wall insulation, roof/loft insulation alongside low carbon technologies such as solar PV, air source and ground source heat pumps.

14. Garage Refurbishment and Replacement (£250,000)

The Council owns over 700 garages that are rented out to both tenants and private residents. In recent years, the rental of garages has increased significantly. During a consultation with garage tenants over the increased rents, a commitment was given to use additional funds improve the condition of the garages. Some of the stock have received improvement and some have been highlighted for possible redevelopment. Around 500 garages still require improvement or replacement and a programme has been drafted. A further review of the garage strategy will be taken into account for future plans

15. Damp Proofing Works (£100,000)

Previously damp proofing works have been included in the Capital Programme as part of the Structural Remedial Repairs managed by the Capital Works team. As the Housing Repairs team are now responsible for all work in relation to damp and mould it is proposed to split the budget.

16. Capital Salaries – Capital Works (£525,000)

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

17. HRA Capital Contingency (£100,000)

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

Housing Delivery Programme – Capital Programme 2025/261. 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

2. New Build – Land at Bramcote Crematorium (£5,000,000)

Housing Delivery Plan scheme for 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.

3. New Build - Chilwell/Watnall Garage Sites (Including Inham Nook) (£500,000)

Housing Delivery Plan scheme for the construction of 15 new homes following demolition of the Inham Nook pub site and other garage sites. The major scheme totalling £4.8m (with circa £4.3 already in the 2024/25 and previous) 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 (£1,000,000)

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. Total scheme increased to £3.2m with £2.2m budget already in 2024/25 and earlier.

6. New Build – Chilton Drive (£700,000)

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 £1.4m with £700k budget already in 2024/25

7. New Build - Housing Feasibility Costs (£250,000)

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.

8. Housing Delivery Plan Officer Posts (£200,000)

Cost of officers working directly on Housing Delivery Plan, including Housing Delivery Manager; other Housing Delivery staff, Housing Acquisitions Officer; Legal Services and part of the cost of Head of Service.

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Appendix 2c

Housing – Review of Fees, Charges and Allowances

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

	Present 2024/25 £	Proposed 2025/26 £
Lifeline (per week)	4.13	4.13
Lifeline Plus (per week)	6.20	6.20
Guest Room (per night)	25.00	25.00
Temporary Accommodation (per day)		
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
Right to Buy Administration (provision of historical information)	25.75	25.75
Garage – Tenant/Leaseholder (Monthly)	40.85	40.85
Garage – Non-tenant (Monthly)	49.02	49.02
Management Charge		
Management Charge - Level 4	14.88	15.28
Management Charge - Level 3	14.32	14.71
Management Charge - Level 2	13.76	14.13
Management Charge – Level 1	11.90	12.22
General Needs Service Charge	1.62	1.66
Decorating Allowances		
Up to a maximum as indicated		
Electrical Rewiring 1/2 bed flat	130.00	130.00
Electrical Rewiring 2 bed house	160.00	160.00
Electrical Rewiring 3 bed house	190.00	190.00
Electrical Rewiring 4 bed house	220.00	220.00

	Present 2024/25 £	Proposed 2025/26 £
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
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 - 50.00	Between 20.00 - 50.01
Rechargeable Repairs Invoices	10% admin fee	10% admin fee
Resident Involvement grants and allowance		
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 allowance	Applicable casual car user allowance

Joint report of the Chief Executive and the Deputy Chief Executive

Business Growth – Business Plan and Financial Estimates 2025/26-2027/28

1. Purpose of Report

To consider proposals for the business plan, revenue budget estimates, capital programme and proposed fees and charges in respect of the Council's priority area of Business Growth.

2. Recommendation

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 2025/26 (base)**
 - b) **The capital programme for 2025/26 to 2027/28**
 - c) **The fees and charges for 2025/26.**

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.

This report deals with the Business Growth Business Plan and associated budgets covering this priority area. The priorities and objectives for Business Growth are 'invest in our towns and people':

- Develop and implement area regeneration
- Support business employment, skills and connectivity.

An extract of the proposed Business Growth Business Plan is provided in **Appendix 1**. 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 **Appendix 2a**, **Appendix 2b** and **Appendix 2c**.

4. Financial Implications

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

The appendices to this report outline the revenue and capital budget proposals for Business Growth and associated service areas, together with the proposed level of fees and charges.

Following consideration by this Committee, a summary of the estimates, including any recommended changes, will be presented to Cabinet on 4 February 2025 for consideration and recommendation onto full Council on 5 March 2025.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

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

Not applicable.

8. Climate Change Implications

The climate change implications are contained within the 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.

Business Growth Business Plan 2025 – 2028

Introduction

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 Cabinet on a quarterly basis. In addition, Cabinet and the 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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Town Centre occupancy rates: (TCLocal_01)	91%*	91%*	89%*	91%**	91%	91%	Business Growth Manager Occupancy rates higher than national average and remaining steady. Considering changing dynamic of town centres, targets are realistic. Data reported on a quarterly basis. * The values are average values for the quarter for each town centre. The Borough score is the mean average of the town centre scores.
• Beeston	92%*	93%*	91%*	95%**	95%	95%	
• Kimberley	92%*	91%*	92%*	90%**	90%	90%	
• Eastwood	89%*	89%*	85%*	90%**	90%	90%	
• Stapleford	89%*	92%*	89%*	90%**	90%	90%	
				** Target reviewed/ revised mid-year			

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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Major planning applications determined within 13 weeks or agreed timescales (NI157a)	90.3%	80.8%	90.7%	92%	92%	92%	Head of Planning and Economic Development The Council proportionally only receives a few major applications therefore if a few are not determined within the 13-week timeframe the percentage difference can be stark. In 2023/24 Broxtowe was ranked 24 th out of 29 authorities in the East Midlands for processing applications within 13 weeks (23 rd in previous year).
Minor planning applications determined within 8 weeks (NI157b)	93.9%	92.5%	91.7%	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% For 2023/24 Broxtowe ranked 9 th out of 29 authorities in the East Midlands for processing minor planning applications within government set time limits (7 th in previous year).

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Other planning applications determined within 8 weeks (NI157c)	97.3%	96.9%	98.4%	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% For 2023/24 Broxtowe was ranked 3 rd out of 29 authorities in the East Midlands for processing other planning applications within required time limits (4 th in the previous year).
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation (BV204)	42.9%	55.6%	36.0%	10%	10%	10%	2021/22 - 6 of 14 appeals allowed 2022/23 - 15 of 27 appeals allowed 2023/24 - 9 of 25 appeals allowed
Appeals allowed against refusals % (Committee overturns) (DSData_18)	75.0%	80.0%	85.0%	10%	10%	10%	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. In 2022/23 15 applications were overturned at Committee and then 12 were allowed on appeal. The overall rate of appeals lost was 35%. This is the 10 th worst performance out of 29 authorities in the East Midlands in 2023/24.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Overall Employment rate (employment age) (NI 151)	76.2%	70.8%	67.8%	80%	80%	80%	Economic Development Manager People in employment as a percentage of all people aged 16-64 (Source: NOMIS official labour market statistics) National average is 75.4%
Percentage of residents not economically active in the Borough (Borough Unemployment Rate) (EDData_09a)	3.2%	2.5%	2.5%	2.4%	2.3%	2.2%	Economic Development Manager The national rate for 2023/24 was 4.2%

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2025/26 – 2027/28 INCLUDING COMMERCIAL ACTIVITIES

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Bring forward and adopt 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 transport will create efficiencies in co-ordinated evidence gathering and with the progression of the neighbourhood plans. Local plan examination expected to cost £80k
Implement the Broxtowe Economic Growth and Regeneration Strategy 2022-2027 and review 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, Beeston 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 <i>See action plan within the strategy for time lines on actions</i> April 2025-March 2026	The new Economic Development Strategy is now adopted and compliments 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.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
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 Borough is the accountable body for £21.1m which must be defrayed by 2026.
Deliver the Kimberley Means Business Fund programme BG2326_02	Develop and deliver the three projects identified for Kimberley Levelling Up Programme	Delivery Partner Leads – Support the Kimberley Means Business Strategic Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2026	The Borough is the accountable body for £16m which must be defrayed by 2025.
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 late 2024 Delivery to commence in 2025	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	Regeneration and Economic Development Manager Markets Officer 2025-2026	Funding for growth from income generation and grants. A pilot market / event was hosted in Spring 2024.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
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 by end of March 2025 Evaluation to be complete by May 2025	Year 1: £313,650 plus one off £20,000 co-ordination fee. Year 2 : £627,300

Action	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 they are wanted and progress to 'adoption' of the Plans <ul style="list-style-type: none"> •Brinsley JBG1518_06.2 •Eastwood JBG1518_06.3 •Greasley JBG1518_06.4 •Kimberley JBG1518_06.6 •Stapleford JBG1518_06.9 •Bramcote JBG1518_06.10 	Town, Parish Councils and Neighbourhood Forums in cooperation with the Borough Council At November 2024 the progress of individual Neighbourhood Plans is: <ul style="list-style-type: none"> •Brinsley 40% initial draft •Eastwood 20% area designated •Greasley 40% initial draft •Kimberley 20% area designated •Stapleford 40% initial draft •Bramcote 40% initial draft 	Head of Planning and Economic Development Target dates will vary depending on the details of each emerging Plan.	The Council has previously been eligible to submit a claim to the government, 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 Council has submitted two such claims in 2024/25. The creation, development, and review of Neighbourhood Plans is led by the Town and Parish Councils and Neighbourhood Forums.
Carry out condition surveys and develop a maintenance plan for all the Council's General Fund stock (including industrial units) (AMD2528_01) (New)	Completion of condition surveys and maintenance plans to ensure compliance	External commissioning of condition surveys Maintenance plan to be delivered by internal and external resources as required	Head of Asset Management Development Estates Manager March 2026	Condition survey cost £50K from Revenue Budget Cost of maintenance budget will be determined by findings in the condition survey.

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	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
Condition Survey of the General Fund Stock	AMD2528_01	50,000		
External income from Stapleford Towns Fund (Agreed via DLUHC May 2024)				
Traffic management ' Street Improvement Scheme'		1,087,000		
Cycle network ' Active Travel'		1,576,000		
Pencil Works (Enterprise Hub) is due to open Spring/Summer 2026 any profit into Broxtowe Borough Council. The site will be operated by the Council's Estates service		3,734,000	122,600 Estimated revenue based on 80% occupancy	
Community Pavilion (Hickings Lane) Liberty Leisure Limited will be the operator for the Community Pavilion. Profit is not expected until after Y3, 2028/29, profit share agreement in place with the Council. Economic Development expect to contribute some resourcing to cover some losses for Year 1 and 2.		Business Plan not yet finalised – negotiations underway		

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications (continued)				
<i>External Income from Kimberley Levelling up fund (now Kimberley Means Business)</i>				
Income from the new Industrial Units being provided		-	200,000 estimated	240,000 estimated
Efficiencies Generated				
Matched funding for business grants funding Stapleford, Kimberley and UKSPF		-		
Additional investment from Football Foundation and Premier League Stadium Fund (PLSF)		66,000		
Additional investment from Steven Gerrard academy		24,000		
Additional investment for skate park from external grant sources/fundraising		7,000 (Awards for All)		
New business/increased income				
Increased planning fees		To be determined		
Building Control management fee to Erewash Borough Council		79,700		
Net Change in Revenue Budgets		*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 2025/26 – 2027/28
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Business Growth – Revenue Budgets

Cost Centre	Revised Estimate 2024/25 £	Base Budget 2025/26 £
Planning – Management	-*	-*
Planning – Central Support	(24,660)	-*
Development Control	311,630	556,650
Building Control	47,500	80,000
Planning Policy	984,260	879,800
UK Shared Prosperity Fund (net)	-	-
Industrial Development	(18,240)	10,000
Craft Centre Complex	22,900	23,000
Economic Development	565,750	486,200
Stapleford Town Deal	11,400	11,500
Car Parks – Surface	(59,910)	(13,350)
Beeston Square	(364,390)	(442,850)
Total	1,476,240	1,590,950

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

Classification	Revised Estimate 2024/25 £	Base Budget 2025/26 £
Employees	1,842,430	1,764,200
Premises	385,990	367,850
Transport	10,300	7,650
Supplies and Services	2,088,850	526,400
Third Party Payments	134,450	138,100
Central Support Recharges	804,900	959,550
Capital Charges	274,600	266,700
Income	(4,065,280)	(2,439,500)
Total	1,476,240	1,590,950

The budget increase for net expenditure in 2024/25 between the original budget and revised estimate is a consequence of the following items:

	Change (£'000)
Add: General Fund Revenue items carried forward from 2023/24 approved by Cabinet on 27 July 2024 (Core Strategy Review £63k; Neighbourhood Planning Support £33k; Car Parks – Pay and Display units £11k)	107
Add: Budget amendments approved by Cabinet on 9 January 2024 (Building Control Management Fee)	47
Add: Budget amendments approved by Cabinet on 6 February 2024 (New Town Centres and Contracts Manager)	55
Revenue Budget increase in 2024/25	209

The main changes in the 2025/26 base budget for total net expenditure when compared with the 2024/25 revised estimate is primarily a consequence of the following items:

Service Area	Change (£'000)
<p>Development Control – The central support recharges into this service have increased by £59k mostly from Legal Services and Business Support.</p> <p>Income from Planning Fees has been reduced by £153k for 2025/26 reflecting the recent two years of lower than anticipated fee income.</p>	245
<p>Building Control – This reflects an increase in Building Control management fee costs.</p>	33
<p>Planning Policy – An internal movement of budgeted posts within the establishment has contributed to reduced net employee costs for this service area.</p> <p>The cost of developments brought forward, including the Core Strategy Review £63k and Neighbourhood Planning Support £33k will fall out of the 2025/26 base budget. Any unspent budgets in 2024/25 may be transferred to ear, marked reserves to ease uncertainties in future budgets.</p>	(104)
<p>UK Shared Prosperity Fund – No further UKSPF grants are expected directly by the Council, with all monies from 2025/26 being redirected through East Midlands Combined County Authority.</p>	-

Service Area	Change (£'000)
Industrial Development – The base budget 2025/26 includes a reduction of £21k for industrial development rent income, due to issues at High Hazels Court. This is an increase of £30k compared to the latest projection for 2024/25. The remaining variances are mainly due to increased central service recharge.	28
Economic Development – The base budget for employees is £45k lower than the revised estimate due to 2024/25 funding temporary post not being required for 2025/26. In addition, there is an increase of £48k in central support recharges, mostly from ICT and Legal Services. These costs are offset by an increase of £74k in the recharge to capital salaries.	(80)
Car Parks – The base budget for employees is £23k lower than the original estimate due to establishment changes. The contribution from Rushcliffe has also been removed following the end of the contract, resulting in reduced income of £34k. Income from car parking charges (pay and display) has been reduced by £50k based upon the projected income for 2024/25.	47
Beeston Square – There is a £72k anticipated uplift in the rent income budget for The Square in 2025/26.	(78)
Other budget changes across the Business Growth priority	24
Revenue Budget increase in 2025/26	115

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Appendix 2b

Business Growth Capital Programme

No.	Scheme	Estimated Total Cost £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Comments (also see narrative further below)
	Stapleford Towns Fund					
1	STF - Community Pavilion	-	-	-	-	Total CDEL £6.409m. Although no remaining budget, any slippage in earlier years will be carried forward.
2	STF - Traffic Management	2,308,000	2,308,000			- Total CDEL £2.887m) – Final 2.038m in 2025/26
3	STF - Cycle Network / Infrastructure	569,000	569,000			- Total CDEL £4.234m – Final 569k in 2025/26
4	STF - Enterprise Management	-	-	-	-	Total CDEL £4.351m. Although no remaining budget, any slippage in earlier years will be carried forward..
5	STF - Skills and Education Facility Improvement	-	-	-	-	Total CDEL £1.294m. Although no remaining budget, any slippage in earlier years will be carried forward.
6	STF- Town Centre Recovery Fund	-	-	-	-	Total CDEL £1.0m. Although no remaining budget, any slippage in earlier years will be carried forward.
7	STF - Programme Management (RDEL)	75,000	75,000			- Total RDEL £925k – Final £755 in 2025/26
	Sub-total STF	2,952,000	2,952,000	-	-	

No.	Scheme	Estimated Total Cost £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Comments (also see narrative further below)
	Kimberley LUF					
8	Kimberley Means Business	8,300,000	8,300,000	-	-	Total scheme at £16.5m. Balance of budget rolled forward into 2025/26.
	Sub-total LUF	8,300,000	8,300,000	-	-	
	Other Schemes					
9	Craft Workshops	40,000	40,000	-	-	Prudential borrowing
10	Beeston Christmas Lights	25,000	25,000	-	-	Prudential borrowing
	TOTAL – BUSINESS GROWTH	11,317,000	11,317,000	-	-	

Business Growth Capital Programme 2025/26**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 2025/26, any slippage in earlier years will see a budget carry forward so included here for completeness.

2. Stapleford Town Centre Traffic Management (£2,308,000)

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 (£569,000)

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 2025/26, 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 2025/26, 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 2025/26, 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 – Final £75k in 2025/26

Kimberley Means Business

8. Kimberley Means Business (£8,300,000)

This is the remaining balance of the £16.5m Levelling Up Fund investment for Kimberley. This investment will fund a range of interventions 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.

Other Schemes

9. Craft Workshops – Roofing Repairs (£40,000)

The Craft Workshops at Eastwood require scheduled and regular maintenance to the roof and woodwork and painting. These properties are heritage assets so suitable techniques and materials will be required. The cost includes necessary scaffolding to carry out these works.

10. Beeston Christmas Lights (£25,000)

This budget proposal would provide for replacement Christmas lights used in Beeston town centre. Some elements of the current units are failing and getting past the point of reasonable repair.

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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 2024/25 £	Proposed 2025/26 £
<u>Beeston, Eastwood and Stapleford Squares:</u>		
Supply of electricity:		
General	20.00	22.00
Charitable organisations, schools and community groups	10.00	11.00

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 2024/25 £	Proposed 2025/26 £
<u>Commercial Use:</u>		
Beeston Square - Administration charge for an application for permission to trade	60.00	80.00
Beeston – Administration charge for an application for permission to trade within a 'consent street' area	60.00	65.00
Eastwood, Stapleford, Kimberley - Administration charge for an application for permission to trade	30.00	32.00

	Present 2024/25 £	Proposed 2025/26 £
<u>Market Fees:</u>		
Based on a single market day, 3x3m plot	15.00	17.50
Advance payment (1 month plus or more paid in advance) - per day	10.00	10.00

	Present 2024/25 £	Proposed 2025/26 £
<u>Craft Event Fees:</u>		
Beeston Craft Fair - Based on a single event day, 3x3m plot	25.00	27.00
Beeston Food Fair - Based on a single event day, 3x3m plot	25.00	25.00
Based on a single event day, 3x3m plot (Eastwood, Stapleford and Kimberley events)	15.00	17.50

Joint Report of the Chief Executive, the Deputy Chief Executive, the Executive Director and the Monitoring Officer

Resources and Support Service Areas – Business Plans and Financial Estimates 2025/26 - 2027/28

1. Purpose of Report

To consider proposals for the business plan, revenue budget estimates, capital programme and proposed fees and charges in respect of the Council's priority area of Resources and Support Service Areas.

2. Recommendation

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 2025/26 (base) including any revenue development submissions.**
 - b) **The capital programme for 2025/26 to 2027/28**
 - c) **The fees and charges for 2025/26.**

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 Resources, Revenues, Benefits and Customer Services and ICT and Business Transformation business plans are provided in **Appendix 1a, Appendix 1b** and **Appendix 1c** 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 **Appendix 2a, Appendix 2b** and **Appendix 2c**.

4. Financial Implications

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

The appendices to this report outline the revenue and capital budget proposals for Resources and associated service areas, together with the proposed level of fees and charges.

Following consideration by this Committee, a summary of the estimates, including any recommended changes, will be presented to Cabinet on 4 February 2025 for consideration and recommendation onto full Council on 5 March 2025.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

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

Not applicable.

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.

Resources Business Plan 2025-2028Introduction

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 Cabinet on a quarterly basis. In addition, Cabinet and the 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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % (BVPI 8)	99.0%	98.1%	97.4%	98.0%	98.5%	99.0%	Head of Finance Services
Working days (per FTE) lost due to sickness absence (BVPI12a)	11.77	9.59	8.86	7.50	8.00	8.00	Payroll and Job Evaluation Manager Human Resources Manager
Working days (per FTE) lost due to short term absence (HRLocal_17)	3.89	3.88	3.25	2.50	3.00	3.00	The latest data available for the East Midlands shows that in 2022/23 the average working days lost due to sickness was 9.70 days for local authorities who submitted data. The lowest recorded from one local authority was 6.20 days with the highest reported as 15.30 days.
Working days (per FTE) lost due to longer term absence (HRLocal_18)	7.88	5.71	5.61	5.00	5.00	5.00	

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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	97.5%	96.2%	94.4%	98.0%	98.5%	99%	Head of Finance Services
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	86.7%	85.4%	85.8%	87%	88%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year (FPLocal_03)	92%	68%	71%	90%	90%	90%	Chief Audit and Control Officer Outturn for 2023/24 was negatively impacted by a period of sickness in the team Internal Audit team. Performance for 2024/25 to date is satisfactory with target expected to be achieved.
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	90%	98%	96%	95%	95%	95%	Chief Audit and Control Officer and Procurement and Contracts Officer Focus continues to be on maintaining ongoing compliance.
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (LSLocal_02)	-	100%	80%	90%	90%	90%	Head of Legal (Deputy Monitoring Officer) Links with Business Growth Objective Improved review and data capturing process during 2023/24.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Review and advise on contract within 10 working days from receipt of full instruction (LSLocal_03)	-	80%	80%	90%	90%	90%	Head of Legal (Deputy Monitoring Officer) 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%	90%	Head of Legal (Deputy Monitoring Officer) Links with Business Growth Objective Improved review and data capturing process during 2023/24
Individually registered electors in the Borough (ES_S1.2)	84,226	84,554	84,635	85,752	85,500	85,500	Head of Legal (Deputy Monitoring Officer) Legal duty to maintain a register of electors in the Borough. The increase in registered electors this year is due to extra registrations prior to the UK Parliamentary Election on 4 July 2024. It is expected that this figure will fall back to normal levels in future year.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Freedom of Information requests replied to within 20 working days (LALocal_12)	95.5%	96.8%	100%	85%	85%	85%	Head of ICT and Corporate Services National target set by the Information Commissioners' Office is for 85% of Freedom of Information requests to be replied to within 20 working days. Requests in time by year: <ul style="list-style-type: none"> • 2021/22 = 838 of 872 • 2022/23 = 1,125 of 1,160 • 2023/24 = 1,304 of 1,304
Subject Access Requests responded to within one month (GSLocal_001)	100%	100%	100%	100%	100%	100%	Head of ICT and Corporate Services
Complaints acknowledged within the specified time (LALocal_04)	*100%	*100%	*100%	*100%	*100%	*100%	Head of Democratic Services and Deputy Monitoring Officer <i>*Acknowledgements made in five working days from May 2021 in accordance with legislation.</i>
Members attending training opportunities as a percentage of the whole (GSLocal_002)	-	68%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 no comparable previous data. KPI to be further developed with the Member Development Group.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	100%	100%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 Legislative requirement for Cabinet Model.
Percentage of Call-Ins following Cabinet decisions responded to in full within legislative timescale (GSLocal_007)	-	No call-ins	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New Performance indicator 2022/23 Legislative requirement for Cabinet Model. No Call-ins were made in during 2022/23. Two Call-ins were made in during 2023/24 and were resolved within legislative timescales.
Percentage of Stage 2 complaints upheld (GSLocal_04b) (New)	-	-	-	0%	0%	0%	Head of Democratic Services and Deputy Monitoring Officer Complaints and Compliments Officer New Performance Indicator 2024/25.
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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	7.04%	7.74%	7.99%	9.0%	9.0%	9.5%	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)	7.74%	8.69%	10.06%	10%	11%	11%	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)	15.81%	11.37%	15.53%	13%	13%	13%	Human Resources Manager 14% for local authorities in England 2023/24.
Employees qualified to NVQ Level 2 and above (HRLocal_07)	87%	87%	88%	89%	89%	90%	Human Resources Manager Remained the same despite additional training courses such as ILM Level 5. Employees may already have had a minimum Level 2 qualification.
Industrial Units vacant for more than 3 months (CPLocal_01)	1.0%	6%	4.65%	5%	5%	5%	Estates Manager One unit vacant One unit currently with Legal Services to prepare lease

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Industrial Unit tenants with rent arrears (CPLocal_02)	10.0%	7.1%	2.3%	5%	5%	5%	Estates Manager
Beeston Square Shops vacant for more than 3 months % (CPLocal_05)	5.0%	22.0%	20.0%	0%	<6%	<6%	Estates Manager One unit out of five vacant in Beeston Square Phase 2 Other voids are the long term void Argos block).
Occupancy of Business Hub Units - Beeston (CPLocal_08a)	-	90%	58%	85%	85%	85%	Head of Asset Management and Development New Performance Indicator 2022/23. Four units held vacant – Economic Development Project. Therefore, reduced number of lettable units to eight.
Occupancy of Business Hub Units - Stapleford (CPLocal_08b)	-	100%	89%	85%	85%	85%	Head of Asset Management and Development New Performance Indicator 2022/23.
Online transactions (CCCSLocal_01)	447,999	390,751	469,277	400,000	400,000	400,000	Communications, Cultural and Civic Services Manager
Social media reach (CCCSLocal_02)	1,715,277	1,040,754	1,208,300	1,300,000	1,400,000	1,400,000	Communications, Cultural and Civic Services Manager
Email Me subscribers (CCCSLocal_03)	25,730	27,712	30,073	31,000	31,000	33,000	Communications, Cultural and Civic Services Manager

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees who are aware of the Council’s vision and long term goals (CCCSLocal_04)	78%	77%	77%	80%	82%	82%	Communications, Cultural and Civic Services Manager
Employees who feel informed (CCCSLocal_05)	53%	62%	67%	70%	72%	72%	Communications, Cultural and Civic Services Manager Figure for 2023/24 is actual as the survey has already taken place.
Residents who feel the Council listens to them <i>(results from an annual consultation)</i> (CCCSLocal_06)	50%*	73%* <i>(27% disagreed/strongly disagreed)</i>	68%* <i>(32% disagreed/strongly disagreed)</i>	75%	75%	90%	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)	65%	65%	58%	68%	70%	70%	Communications, Cultural and Civic Services Manager By way of national comparison, the LGA’s local government customer satisfaction survey in October 2024 gave a score of 56% of people being very or fairly satisfied with the service their Council provides.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Residents who are satisfied or very satisfied with the Borough as a place to live (CCCSLocal_08)	76%	76%	71%	78%	80%	80%	Communications, Cultural and Civic Services Manager By way of national comparison, the LGA’s local government customer satisfaction survey in October 2024 gave a score of 74% of people being very or fairly satisfied with area where they live.

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2025/26 – 2027/28 INCLUDING COMMERCIAL ACTIVITIES

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce draft statement of accounts in accordance with statutory deadlines FP2023_07	Draft accounts to be produced and published by 30 June for external auditors to scrutinise	None	Head of Finance Services June 2025	Use of an additional interim officer to support the accounts closedown and audit process.
Complete the installation of new Civica Income Management system and undertake post implementation review FP2023_02	Fully operational income management system to include functional bank reconciliation modules to provide an efficient and effective process.	Civica ICT and Business Transformation team	Head of Finance Services Chief Accountant July 2025	Resourcing of service. Opportunities for efficiencies through improved operation of the system.
Review and update the Housing Revenue Account 30-Year Business Plan and to develop a medium-term financial strategy (MTFS) for the HRA FP2427_01	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 September 2025	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.
Complete the migration and upgrade of Revenues system to the Cloud platform RBCS2528_04 (New)	Fully operational revenue and benefits system and to provide additional business continuity arrangements	Capita ICT and Business Transformation team	Head of Revs, Bens & Customer Services September 2025	Resourcing of service. Opportunities for efficiencies through improved operation of the system.

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer 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 June 2025	Further opportunities for savings and efficiencies may be achieved through effective contract management.
Community Governance Review 2025 LS2528_01 (New)	Revision of parish boundaries in the North of the Borough.	Parish Councils Town Councils Nottinghamshire County Council Internal <ul style="list-style-type: none"> • Legal Services • Electoral Services • GIS Officer 	Head of Legal (Deputy Monitoring Officer) Timetable to be agreed	A Community Governance Review will commence after May 2025,
Roll out phase 3 of the committee management system DEM2427_01	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 May 2027	Reduction in printing, postage and printing costs for Agendas. Within existing budget. The performance measure GSLocal_008 records progress towards achieving the completion of Phase 3.

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Complaint Handling Annual Self-Assessment Form DEM2528_01 (New)	The Complaint Handling Annual Self-Assessment form be completed and published by April 2025 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 2025	Within existing budget All services will be involved in the Complaints Process to provide the data required
Introduce a new Unreasonable Complainant Behaviour Policy DEM2528_02 (New)	The Unreasonable Complainant Behaviour be updated to consider behaviour towards Members and contact by non-complainants.	Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO)	Head of Democratic Services and Deputy Monitoring Officer Complaints Officer March 2026	Within existing budget
Annually review the People Strategy 2025-29 HR2326_01	Review the People Strategy and incorporate it into the Organisational Development Strategy	Internal	Human Resources Manager January 2026	Implement new strategy and review actions
Consolidate Family Friendly Policies HR2427_01.2	Amalgamate all Family Friendly Policies (Maternity/Paternity etc.)	Trade Unions	Human Resources Manager March 2026	Reduce turnover, retain employees

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Quality Mark for Carers In Employment HR2427_01.4	Achieve standard	Nottinghamshire Carers Association	Human Resources Manager March 2026	Improve employees who care and support
Armed Forces Covenant HR2427_01.5	Achieve Gold Award Status	Armed Forces	Human Resources Manager December 2025	Demonstrate the Council's continued support for the Armed Forces.
Complete installation of a Property Management system CP2124_01a	Fully operational property management system that is able to generate reporting and invoicing to ensure efficient solution.	Civica ICT and Business Transformation team	Head of Asset Management June 2025	Resourcing of service. Opportunities for efficiencies through improved operation of the system.
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 September 2025	Cabinet approved funding for a Property Management system on 23 July 2024.
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 2025	Income generating but may require some expenditure on external advice

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
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.
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 Limited March 2027	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 December 2026	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	66% of actions in strategy completed or in progress.

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Embed the management system to manage Asbestos and Fire Registers for the Council H&S2528_01 (New)	Ensure all relevant actions are identified as a result of the FRA and Asbestos Assessments and remedial actions are taken timely	Health and Safety Capital Works Housing Services External agencies	Head of Asset Management and Development Head of Health, Safety, Compliance and Emergency Planning March 2025	External Agencies to undertake assessment of property portfolio and buildings built before 2000 to identify compliance issues. Costs within the Housing Business Plan 2025/28. GMT report prepared to seek approval for a system to hold, allocate and report on FRA actions initially. This can be adopted for asbestos once we have established the viability of the current external portal being used.
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	Ensure compliance with Health and Safety 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 and Safety	Head of Health, Safety, Compliance and Emergency Planning June 2025	The new Health and Safety Management framework is anticipated to be in place by 31 March 2025. However, the task will remain in the business plan to ensure that it is embedded appropriately.

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Emergency Planning Proficiency H&S2528_02 (New)	Embed the Emergency Planning arrangements with all relevant Employees and Members	Executive Director Heads of Service Health and Safety Members	Head of Health, Safety, Compliance and Emergency Planning March 2026	The Emergency Planning process to be integrated into the Emergency Response plan and Business Continuity Plan with key stakeholders assigned to Emergency Response or Business Continuity. Training will need to be delivered to key stakeholder groups.

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	Action Code	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
General Condition Surveys Maintenance costs will be confirmed following the condition survey	AMD2528_01	50,000	-	-
Efficiencies Generated				
Non-cashable savings as a result of investment in new iCT e.g. new estates management system	-	To be determined	To be determined	To be determined
New business/increased income				
Rent increases from existing Industrial Units**	CPData_01	30,000	30,000	30,000
Net Change in Revenue Budgets		*Note	*Note	*Note

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

** The total income received is subject to occupancy of the Industrial Units

Revenues, Benefits and Customer Services Business Plan 2025-2028Introduction

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 Cabinet on a quarterly basis. In addition, Cabinet and the 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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Council Tax collected in year (%) (BV9)	96.97%	97.42%	97.63%	98.5%	98.5%	98.5%	<p>Head of Revenues, Benefits and Customer Services</p> <p>The target is based on the collection within the year of charge. With the introduction of aspects such as Breathing Space and the impact of the rising cost of living, the team have been unable to return to pre-pandemic levels. The remaining amounts are still actively recovered and percentages collected are in excess of the target.</p> <p>When compared with other authorities in the East Midlands the Council ranks 12th out of 29 local authorities.</p>

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Non-domestic rates collected in the year (%) (BV10)	97.42%	98.77%	97.64%	98.5%	98.5%	98.5%	Head of Revenues, Benefits and Customer Services The percentage collection rate in 2023/24 was impacted by a large increase in charge in March 2024 but was not paid until April 2024. Without this change, the collection rate would have been approximately 98.5% and in line with target. Compared with other local authorities in the East Midlands the Council was ranked 19 th out of 29 in 2023/24.
Percentage of DHP contribution compared to DWP grant (FRLocal_15)	118%	118%	143%	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.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number of Self-Service payments transactions to the Council (Including both online and Automated Telephone Payments (ATP) (Customer Services) (CSLocal_14)	59,537	59,179	78,869	71,000	75,000	75,000	Head of Revenues, Benefits and Customer Services Online transactions will continue to be promoted as the best method of communicating with the Council. This performance measure has been updated and the data has been recalculated from 2023/24 to include both Self-Service and Automated Telephone Payments. The 2023/24 data has been recalculated for reference.

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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average time (days) to process Benefit claims (BV78a)	8.8	7.9	7.2	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)	4.5	4.6	4.4	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))	26.49%	26.40%	23.61%	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.
Calls handled (Answered in Contact Centre) (CSData02)	62,775	73,170	58,175	60,000	60,000	60,000	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.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Switchboard Calls Answered (CSDData11) (New)	-	45,754	45,299	48,500	48,500	48,500	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 2025/26 – 2027/28 INCLUDING COMMERCIAL ACTIVITIES

Action	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 2026	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.
Manage the Introduction of Housing Element within Pension Credit. RBCS2528_01 (New)	Transfer of pension age HB claims to Pension Credit will be administered by the DWP.	Other council departments, system suppliers and DWP	Head of Revenues, Benefits and Customer Services March 2026	The Roll out of HB in to Pension Credit will reduce resource requirement and the amount of subsidy amounts that can be claimed.
Implement the updated Customer Services Strategy with focus on the 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.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p>Business Rates Review BCS2023_01</p>	<p>To review the relevant Rateable Value (RV) of Businesses.</p>	<p>Working with Newark and Sherwood District Council (NSDC) and Analyse Local to review the Rateable Values</p>	<p>Head of Revenues, Benefits and Customer Services September 2026</p>	<p>Contract with NSDC will cost £20k per annum. Analyse Local will charge a 10% of any RV that they identify as an increase. Any amounts payable will be linked to an increase in the Business rates collectable. Analyse Local will also provide software that will allow greater analysis of the Business Rates data at a cost of £2k per annum, which is now within the existing budget. Discussions are taking place on the basis of extending this contract for a further two years until September 2026</p>
<p>Evaluate and implement OpenChannel, subject to Business Case RBCS2124_01</p>	<p>To implement the OpenChannel module giving end to end online functionality for Customers in Council Tax and Benefits</p>	<p>Relevant software provider, using the relevant procurement framework</p>	<p>Head of Revenues, Benefits and Customer Services September 2025</p>	<p>Promoting online facilities allowing integration with the back office system. Initial quotation's provided with further evaluation required.</p> <p>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.</p> <p>Discussions continue with software provider around the overall contract negotiations.</p>

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
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 2026	Information@work have provided a quote of £13,400. This additional software will only become available once the Council upgrades to the latest version of Information@work, which will not be available until 2024/25.
Single Person Discount Review RBCS2528_02 (New)	To review all Single Person Discount accounts on Council Tax	Nottinghamshire Countywide project using relevant procurement framework	Head of Revenues, Benefits and Customer Services October 2025	The process will aim to reduce the number of Single Person Discounts that are being claimed in error or through fraudulent means. The process risk scores each account based on credit information. The exercise is outsourced to an external provider, previously NEC, with little impact on the Council Tax Team. The cost of the scheme is contributed to by each major precepting authority with Broxtowe picking up approximately 9% of the cost and benefit.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review of Council Tax Exemptions RBCS2528_03 (New)	To review the level of Council Tax exemptions and recommend potential improvements to promote a return to use for empty properties	Working with relevant Council departments and elected members.	Head of Revenues, Benefits and Customer Services March 2026	The Council currently has discretion to provide certain exemptions and discounts on properties that are unoccupied or uninhabitable. A review of these exemptions could promote a return to use for these properties. In addition to this, we will also look to review the potential levy's that can be applied to properties that are either empty for a significant amount of time or are classed as second properties.

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	Action Code	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
Business Rate Review	RBCS2023_01	20,000	20,000	20,000
Email Connect*	RBCS2225_02	-	-	-
Single Person Discount Review	RBCS2528_02	4,000	-	5,000
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	50,000	50,000	50,000
Single Person Discount Review	RBCS2528_02	16,000	-	18,000
Review of Council Tax Exemptions	RBCS2528_03	15,000	50,000	50,000
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 2025-2028Introduction

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 Cabinet on a quarterly basis. In addition, Cabinet and the 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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
System Availability (ITLocal_01)	99.94%	99.20%	99.77%	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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	97.6%	Not yet available	Not yet available	98.0%	98.0%	98.0%	Head of ICT and Corporate Services ICT have migrated to a new Service Desk. Customer feedback has been collected since July 2024.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Capital Projects in the annual BBSi Programme completed in the current year (ITLocal_04)	93%	83.2%	81.0%	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 2025/26 – 2027/28 INCLUDING COMMERCIAL ACTIVITIES

Action	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 IT2526_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>2025/26 £40,000 2026/27 £40,000 2027/28 £40,000</p>

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p>ICT Security Compliance: PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments IT2526_02</p>	<p>Compliance with latest Government and Payment Card Industry security standards. Ensure Council is aware of Cyber Security threat vector; employees and Members are trained accordingly. Renew Cyber Essentials Accreditation</p>	<p>ICT security solutions are researched/ implemented. 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>Core Network Infrastructure: Refresh core network infrastructure IT2526_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 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: The Council will continue work to ensure agile working approaches continue to be fit for purpose IT2526_04</p>	<p>Review NWOW implementation across the Council to ensure arrangements are appropriate and applicable for Business needs</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. Reducing travel/mileage claims and reducing Council's carbon footprint.</p>

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	Action Code	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
		-	-	-
Efficiencies Generated				
Mileage reduced due to remote working/virtual meeting technology				
Improved technology allowing redirection of resources to allow additional activities to be carried out without increasing costs				
Circa £10,000 per efficiency made with introduction of each technology estimated		(10,000)	(10,000)	(10,000)
Reduced handling and in some cases elimination of paper from process				
Through the implementation of online billing has the potential savings of £35,000 per annum		(35,000)	(35,000)	(35,000)
Broadband renewal		To be determined	-	-
By leveraging the benefit of Civica on-demand solution, there is a potential to reduce the reliance on external contract resources				
New business/increased income				
-				
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 2025/26 – 2027/28
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Resources – Revenue Budgets

Classification	Revised Estimate 2024/25 £	Base Budget 2025/26 £
Employees	6,149,030	6,376,510
Premises	382,810	373,050
Transport	24,550	25,950
Supplies & Services	2,864,850	3,126,950
Transfer Payments	12,549,550	11,307,150
Third Party Payments	101,200	110,100
Corporate Recharges	(2,027,350)	(2,426,650)
Capital Charges	3,554,400	4,369,360
Income	(7,803,740)	(8,959,220)
Income Benefits	(12,258,150)	(11,044,850)
TOTAL	3,537,150	3,258,350

The budget increase for net expenditure in 2024/25 between the original budget and revised estimate is a consequence of the following items:

	Change (£'000)
Add: General Fund Revenue items carried forward from 2023/24 approved by Cabinet on 27 July 2024 (Civic Affairs – Mayoral Entertainment)	13
Add: Budget amendments approved by Cabinet on 9 January 2024 (New Head of Health, Safety and Emergency Planning £4k (GF); New Compliance Post £13k (GF); New Senior Health, Safety and Emergency Planning Officer £43k; Head of ICT and Corporate Services re-designation £10k)	70
Add: Budget amendments approved by Cabinet on 23 July 2024 (Purchase of Civica Property Management Software £17k; Income Management System £5k; Microsoft Enterprise Agreement (EA) Licence £28k)	50

	Change (£'000)
Add: Budget amendments approved by Cabinet on 3 September 2024 (Civic and Events Officer – increased hours)	9
Add: Allocation from Revenue Contingency (Improvements to office toilets and the painting of public conveniences in town centres)	10
Less: Allocations from General Fund Revenue Contingency (Deputy Chief Executive delegation)	(15)
Revenue Budget increase in 2024/25	137

The changes in the 2025/26 base budget for total net expenditure when compared with the 2024/25 revised estimate is primarily a consequence of the following items:

Classification	Change (£)
Employees – The increase in the salaries budget is due to an assumed 3% pay award in 2025/26 and the increase in the level of employer's National Insurance Contributions.	227
Premises – The overall fall in cost is due to reduction of programme maintenance being offset by predicted increases in utility and energy costs in this portfolio area.	(10)
Transport – Nominal increase for travelling expenses.	2
Supplies and Services – A net increase in budgeted costs is largely due to the following: <ul style="list-style-type: none"> • An increase in software maintenance costs £139k. • A new budget for expert procurement consultancy £60k which is offset by freezing the budget of an established Procurement Officer post which has been vacant for some time. • An increase in Members' Allowances of £35k. • An increase in banking charges of £25k. • These increases have been partially offset by a £53k reduction on ICT hardware maintenance and computer equipment supplies. 	262
Transfer Payments – This budget relates to Rent Allowances, Rent Rebates and Discretionary Housing Payment costs. This cost is largely offset by government subsidy. The 2025/26 base budget estimate for transfer payments is based on 10% reduction on the 2024/25 revised budget.	(1,242)

Third Party Payments – This mainly relates to an expected increase in the price of the Government Delivery Contract and the cost of shared Business Rates Inspectors with two local authorities.	9
Corporate Recharges – A net reduction in recharges for services within the General Fund and HRA for costs including ICT, Finance, Legal, Human Resources, Health and Safety, Payroll, Creditors, Debtors and Business Support.	(399)
Capital Charges – There has been a significant uplift in external interest borrowing costs, initially charged to the General Fund, based on current and forecast borrowing levels and interest rates. There has also been an increase on Minimum Revenue Provision as a result of capital expenditure. This is partially netted off by an increase in the reversal of depreciation.	815
<p>Income – The increase in net income between the 2024/25 revised and 2025/26 base budgets is primarily due to:</p> <ul style="list-style-type: none"> • An new Section 31 grant that the Council is expecting to receive from the government to support the increased cost of employer's National Insurance Contributions, although assumed not to be fully funded (£200k). • 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 upon the proportion of debt financed capital schemes related to the HRA and the proportion related to the General Fund (£718k). • An increase in recharges to the HRA based on a review of the recharge base (£186k). • An increase in recharges to capital based upon the proposed 2025/26 capital programme (£20k). <p>The above increases on income are partially netted off by:</p> <ul style="list-style-type: none"> • Forecast investment interest being reduced by £140k, with the forecast taking into account expected cash flows and prevailing interest rate forecast 2025/26. 	(1,155)
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.	1,213
Revenue Budget decrease in 2025/26	(278)

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Appendix 2b

Resources Capital Programme

No.	Scheme	Estimated Total Cost £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Comments (also see narrative further below)
1	ICT Technical Infrastructure Architecture	250,000	150,000	50,000	50,000	Prudential borrowing
2	ICT Replacement and Development	250,000	80,000	50,000	120,000	Prudential borrowing
3	ICT E-Facilities (Digital by Design)	120,000	40,000	40,000	40,000	Prudential borrowing
4	Lighting Renewal - Council Offices, Beeston	16,000	16,000	-	-	Prudential borrowing
4	Contingency	300,000	100,000	100,000	100,000	Prudential borrowing
	TOTAL	936,000	386,000	240,000	310,000	

Resources Capital Programme 2025/261. ICT Technical Infrastructure Architecture (£150,000)

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 (£80,000)

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.

- Continued investment of the Council's web site and content management system with an open source solution
- Continued investment of the Council's mobile technologies
- 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 costings are estimated at this stage, experience shows that investment of around £40k is required.

4. Council Offices Beeston – Lighting Renewal (£16,000)

The internal LED lighting at the Council Offices is now at the end of its optimal life and requires replacement. It is estimated that there could be energy efficiency savings of up to 76Kw per day based on 350 lights for nine hours per day).

5. 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 2024/25 £	Proposed 2025/26 £
Land Charges Search/Standard Enquiries *	102.72	113.00
Additional enquiries (standard)	15.00	16.50
Additional enquiries (other)	21.40	23.54
Additional parcels	17.14	18.85

* The charge includes an amount (to be confirmed) payable to Nottinghamshire County Council in respect of questions answered by the County Council.

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 2024/25 £	Proposed 2025/26 £
Council Chamber		
Weekdays per hour (up to 5pm)	47.00	50.00
Weekdays per hour (after 5pm)	51.00	55.00
Saturday/Sunday per hour	n/a	n/a
Daily Rate Weekdays Only (up to 5pm)	112.00	150.00
Half Day Rate Weekdays Only	67.00	75.00
Reception Meeting Room		
Half Day Rate Weekdays Only	12.00	15.00

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.

The work programme for the next meetings are as follows:

27 February 2025	<ul style="list-style-type: none"> • Update from the Scrutiny Working Group • Spotlight Review Housing Repairs
26 June 2025	<ul style="list-style-type: none"> • Spotlight Review D.H. Lawrence Museum • Spotlight Review Markets
25 September 2025	<ul style="list-style-type: none"> • Spotlight Review Equality, Inclusivity and Diversity at the Council

4. Financial Implications

The comments from the Head of Finance were as follows:

There are no additional financial implications.

5. Legal Implications

The comments from the Head of Legal were as follows:

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. Human Resources Implications

Not applicable

7. Union Comments

Not applicable

8. Climate Change Implications

This report does not contain any climate change implications.

9. Data Protection Compliance Implications

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

10. Equality Impact Assessment

There are no Equality Impact Assessment issues.

10. Background Papers

Nil

1. Topics Agreed by the Overview and Scrutiny Committee

	Topic	Topic suggested by	Link to corporate priorities/values
1.	Child Poverty	Overview and Scrutiny Committee	Support people to live well, A good quality home for everyone
2.	Budget Consultation	Overview and Scrutiny Committee	All Corporate Priorities
3.	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.	A good quality home for everyone
4.	Diversity and Inclusion at the Council	Councillor S Dannheimer agreed by the Overview and Scrutiny Committee	Invest in our towns and our people, Support people to live well, Protect the environment for the future, and a good quality home for everyone
5.	Council Agendas	Councillor T Marsh	Protect the environment for the future
6.	Environment Enforcement Fines	Cabinet	Protect the environment for the future

2. Spotlight Reviews

1.	Housing Repairs Service Review	Six Month Review	January 2025	The Housing aim of a good quality home for everyone
2.	Markets	Six Month Review	June 2025	Invest in our towns and our people
3.	D. H Lawrence Museum	Six Month Review	June 2025	Invest in our towns and our people
4.	Equality Diversity and Inclusion at the Council (Report to Cabinet 3 September 2024)	Six month Review	June 2025	Invest in our towns and our people, Support people to live well, Protect the environment for the future, and a good quality home for everyone