



Friday, 9 January 2026

Dear Sir/Madam

A meeting of the Overview and Scrutiny Committee will be held on Tuesday, 20 January 2026 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

Zulfiqar Darr
Interim Chief Executive

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

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.

Council Offices, Foster Avenue, Beeston, Nottingham, NG9 1AB

www.broxtowe.gov.uk

4. Performance Management Framework – Business Planning 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 Plans and Financial Estimates 2026/27 - 2028/29 (Pages 17 - 56)

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 Plans and Financial Estimates 2026/27 - 2028/29 (Pages 57 - 80)

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 2026/27 - 2028/29 (Pages 81 - 124)

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. Cabinet Work Programme (Pages 125 - 126)

To inform the Committee of items on the Cabinet's work programme, from which items for scrutiny may be identified.

9. Work Programme (Pages 127 - 130)

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.
-

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.

This page is intentionally left blank

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

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

No

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

No

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:

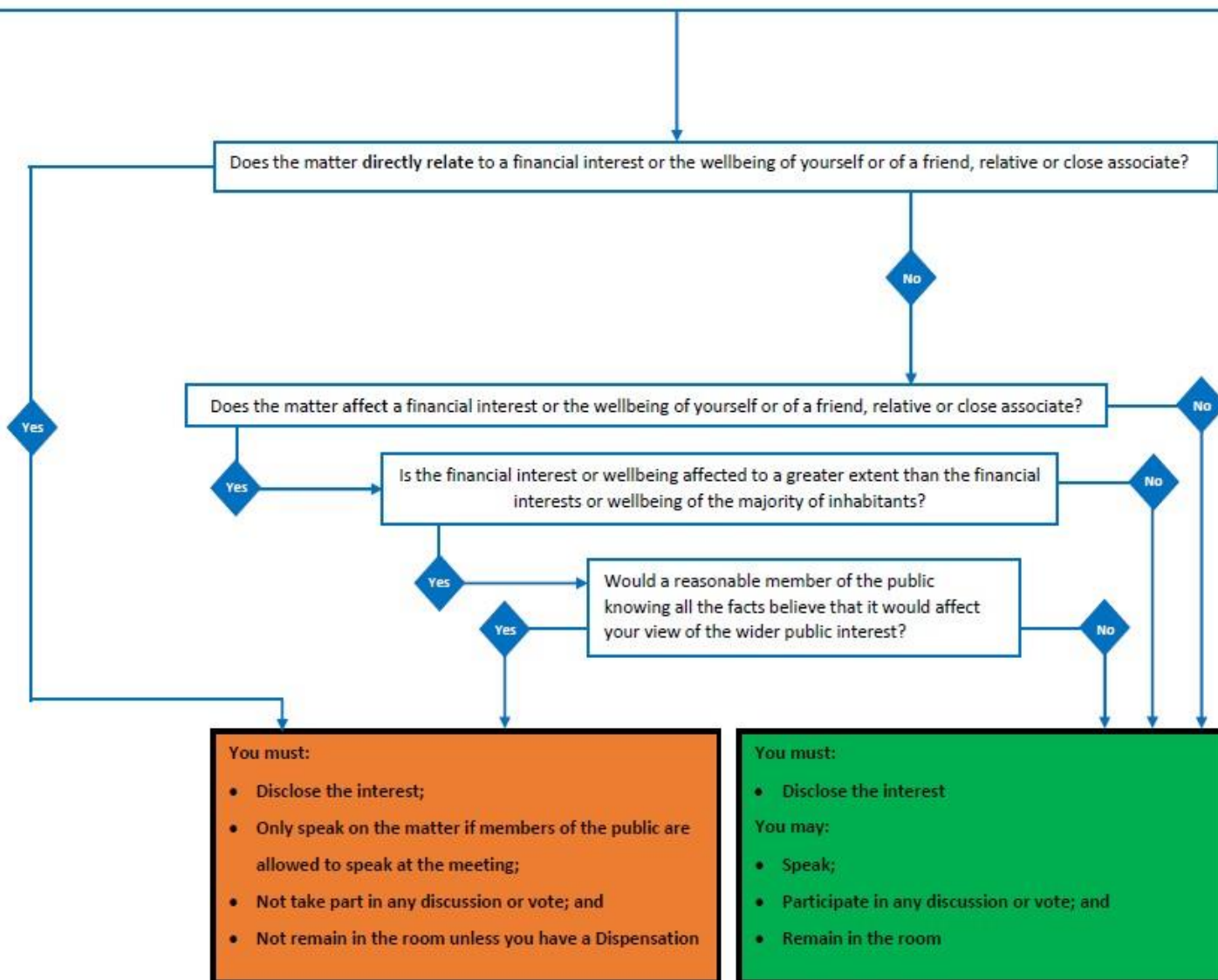
- Disclose the interest;
- Only speak on the matter if members of the public are allowed to speak at the meeting;
- Not take part in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

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 Interim Chief Executive and Interim Deputy Chief Executive

Performance Management Framework – Business Planning and Budget Setting
--

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 Interim Deputy Chief Executive and Section 151 Officer 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

The were no comments from the Human Resources Manager.

7. Union Comments

The were no Union comments.

8. Climate Change Implications

The are no climate change implications related to this report.

9. Data Protection Compliance Implications

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

10. Equality Impact Assessment

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

11. Background Papers

Nil.

Appendix**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 19 and 20 January 2026 consider the detail in respect of the Business Plans which cover 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 several 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 these items will be the subject of further reports throughout 2026/27 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*

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

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

Transparent: *integrity and professional competence*.

Objectives

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

The priorities/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 2025/26 revised estimate as of December 2025 and the 2026/27 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 2026/27 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 charges.

**Report of the Interim Chief Executive and the Interim Deputy Chief Executive
and Section 151 Officer**

Housing – Business Plans and Financial Estimates 2026/27 - 2028/29

1. Purpose of Report

To consider proposals for business plans, 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 2026/27 (base)**
 - b) The capital programme for 2026/27 to 2028/29**
 - c) The fees and charges for 2026/27.**

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. Further details relating to the business planning and budget setting framework has already been noted by the Committee as part of this agenda.

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 Interim Deputy Chief Executive and Section 151 Officer 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 3 February 2026 for consideration and recommendation onto full Council on 4 March 2026.

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

11. Background Papers

Nil.

Appendix 1

Housing Business Plan 2026-2029Introduction

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)
- 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 (Extract)

Critical Success Indicators (CSI)

Priority leaders work corporately and have **defined** the **outcome objective** for each priority area and have **identified outcome indicators** that are **Critical Success Indicators**.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net additional homes provided (NI154)	332	512	446	430	629	629	Assistant Director - Planning and Economic Development Target has increased significantly as based on the Government's 'Standard Method' housing target of 629 homes per year. Target is updated annually by the Government
New Council houses built or acquired (HSLocal_39)	6	25	44	23	45	45	Assistant Director - Housing Services 44 properties were acquired into the Housing stock in 2024/25 consisting of 11 buy backs; 26 new builds (including four Shared Ownership properties); and seven existing homes acquired by the Development team, including four sitting tenants

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Overall satisfaction with the service provided (HSTOP_01)	71%	66%	71%	79%	79%	80%	<p>Assistant Director - Housing Services</p> <p>Figure is available annually and is calculated from the Tenant Satisfaction Measures Survey.</p> <p>Housemark benchmarking based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> • Upper quartile = 77.6% • Median = 70.7% • Lower quartile = 63.5% <p>Most landlords are having a decline in satisfaction rates. New target is still aiming for top quartile performance.</p>
Gas safety (HSTOP_02)	99.4%	99.8%	99.8%	100%	100%	100%	<p>Housing Repairs and Compliance Manager</p> <p>During 2024/25, 4,113 out of 4,123 were serviced on time with 10 being completed out of compliancy.</p> <p>Housemark benchmarking (Local Authorities and ALMOs with less than 10,000 properties nationally):</p> <ul style="list-style-type: none"> • Upper quartile = 100% • Median = 99.8% • Lower quartile = 99.5%

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Legionella compliancy (HSLocal_33)	100%	100%	100%	100%	100%	100%	<p>Housing Repairs and Compliance Manager</p> <p>Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 87% of landlords
Lift checks compliancy (HSLocal_43)	-	93.4%	95.4%	100%	100%	100%	<p>Housing Repairs and Compliance Manager</p> <p>One scheme out of 15 completed out of time by three weeks (April 2024).</p> <p>Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 89% of landlords

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Asbestos compliancy (HSLocal_44)	-	14.5%	100%	100%	100%	100%	Assistant Director - Asset Management and Development Housemark year-end analysis, for 2024/25, of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 78% of landlords Remedial works to be funded from capital budgets.
Blocks and schemes with a Fire Risk Assessment (HSLocal_45)	-	70.2%	100%	100%	100%	100%	Assistant Director - Asset Management and Development 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.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Electrical compliancy (HSLocal_29)	80.0%	89.1%	95.5%	100%	100%	100%	Housing Repairs and Compliance Manager Housemark benchmarking of Local Authorities and ALMOs with less than 10,000 properties nationally <ul style="list-style-type: none"> • Upper quartile = 99.4% • Median = 98.4% • Lower quartile = 95.1%
Rent collected as a percentage of the rent owed (BV66a)	100.8%	100.2%	99.5%	99%	99%	99%	Income and Housing Manager Achieved an arrears figure of £182k at 31 March 2025 which is higher than the previous arrears at 31 March 2024 (£153k). The 2024/25 rent year included an extra week due to the number of Mondays in the year, which was not covered by the DWP.
Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted (HSlocal_42)	71.3%	82.7%	78.4%	70%	70%	75%	Housing Operations Manager The Housing Options team have successfully intervened or prevented an average of 78.4% of cases over 2024/25, which is a decrease of 4.3% from 2024/25. The team intervened or prevented 470 instances in which households had a threat of homelessness.

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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Supply of ready to develop housing sites (NI159)	100%	100%	100%	100%	100%	100%	Assistant Director - Planning and Economic Development
Residential Planning Commitments (DSDData_20)	1,717	831	1,082	950	950	950	Assistant Director - Planning and Economic Development
Affordable homes provided (NI 155)	68	79	64	85	85	85	Assistant Director - Planning and Economic Development
Void Rent Loss (HSLocal_03a)	-	£239k	£245k	£350k	£250k	£200k	Housing Operations Manager Cumulative total of rent loss since April 2024 is £245k. There has been a total of 19,363 void days since April 2024. This is a reduction of 2,500 days on the 2023/24 figure.
Average Relet Time – General Needs (HSTOP_03)	88 days	63 days	51 days	20 days	28 days	20 days	Housing Operations Manager
Average Relet Time – Independent Living (HSTOP_03a)	170 days	45 days	72 days	40 days	42 days	40 days	Housing Operations Manager

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Reactive repairs - appointments kept (HSLocal_BM05)	96.2%	97.7%	99.0%	98%	98%	99%	Housing Repairs and Compliance Manager During 2024/25 12,972 appointments were kept out of 13,376 appointments made.
Total number of nights bed and breakfast accommodation is used (HSLocal_46)	-	-	-	1,400	1,000	500	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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
<p>Cases closed in the last 3 months where a property has been returned to occupation (HSLocal_11)</p> <p>Number returned to use with intervention from Private Sector Housing which may include at least one of the following:</p> <ul style="list-style-type: none"> • Correspondence by letter/email/ meeting/ telephone with person responsible – this includes providing general or bespoke advice • Visit to assess property (external or internal) • referral to other department or other organisation (e.g. Building Control, NCC Highways, NCC deputyship team) • Enforcement action 	26	34	18	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 2026/27 – 2028/29 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
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan HS2225_07	Prevent homelessness and rough sleeping Offer support to those who experience homelessness	Partnership with Gedling and Rushcliffe Borough Councils Partnership with CAB and Broxtowe Youth Homelessness Partnership with commissioned services through Nottinghamshire County Council or the Rough Sleeper Initiative (RSI)	Housing Operations Manager March 2027	Ringfenced grant is received to provide statutory services to homeless people All actions included in the strategy can be delivered within the grant available
Energy Efficiency Schemes CP2326_01b	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	Assistant Director - Asset Management and Development 2027 in line with Council Net Zero Target	Preparing to submit application for the next round of Grant Bids. All SAP C properties included in the initial proposed schedule have been removed and replaced with D and below. Work started to identify high-cost properties, to allow a full appraisal ahead of investment.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement Housing Strategy 2025-2028 HSG2427_01.1	To achieve actions to help support the corporate plan priorities, for all housing services including our landlord services	Improvements to be delivered in-house, with support from partner agencies	Assistant Director - Housing Services 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 additional 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	Assistant Director - Housing Services Assistant Director - Asset Management and Development March 2027	Improvements in processes should achieve efficiency savings. Work to automate delivery streams, move away from spreadsheet / manual intervention.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Consider whether an additional licensing scheme for private rented dwellings would be appropriate COMS2427_02	Determine whether the evidence exists to meet the criteria for the implementation of an additional property licensing scheme or an extension of the Article 4 for HMO's or the introduction of the Renters Reform legislation will address the key concerns in private rented property standards	Procurement of support for evidence may be required	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer Review of extension to Article 4 for HMO led by Planning. Initial scoping exercise in Spring 2026. Ongoing work in 2026/27	A review of Article 4 expansion for HMO commenced November 2025. Discussions on the scope of additional licensing scheme have begun. A private sector housing stock condition exercise has been procured to assist the process. Ongoing work on the Housing Strategy is relevant to any consideration of a need for additional licensing. New requirements to regulate social housing providers is also being reviewed. The Renters Rights legislation is also likely to address one of the key benefits of an additional licensing scheme – identifying such properties that may require intervention.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce a policy on HIMO licensing if necessary COMS2427_03	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 2026 Ongoing work in 2026/27	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. The review of HMO licensing and processes to support development of a policy on HMO was deferred by Policy Overview Working Group in March 2025. Currently the enforcing HIMO Licensing is covered by the Corporate Enforcement Policy and the Civil Penalty Policy.
Implement Asset Management Strategy 2025 - 2030 AMD2629_01 (New)	Achieve actions to help support the corporate plan priorities and housing strategy in relation to Asset Management	Improvements to be delivered in-house, with support from partner agencies	Assistant Director - Asset Management and Development December 2030	Based on information from recent stock condition survey. Most actions can be completed using existing budgets. Actions in the later years of the strategy may require additional budget which will be considered each year as part of the business planning process.

The green-shaded rows in the table indicate potential positive carbon reduction impacts, aligned with the Climate Change and Green Futures Strategy.

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	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
Budget Implications				
Social Housing Decarbonisation, funded through DESNZ grant and Council co-funding	CP2326_01b	£2,000,000	£2,000,000	£2,000,000
Additional funding required to meet requirements of legislation regarding Asbestos (including surveys and remedial works)	CP2528_02	£620,000	£620,000	£620,000
Additional funding required to meet requirements of legislation regarding Fire Safety Risk Assessments (including surveys and remedial works)	CP2528_03	£2,000,000	£2,000,000	£2,000,000
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)	(£50,000)	(£50,000)
New business/increased income				
Receipt of Homes England capital grant funding		To be determined	To be determined	To be determined
Increase in recharges	HS2225_05**	(£10,000)	(£10,000)	(£20,000)

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
New business/increased income (continued)				
Income from new shared ownership units (prediction based on likely handover date of future schemes and estimated rent)	HS1922_02	(£22,000)	(£50,000)	(£50,000)
Income from new rental units – both new build and acquisition (prediction based on likely handover date of future schemes and estimated rent)	HS1922_02	(£279,000)	(£300,000)	(£300,000)
Net Change in Revenue Budgets		*Note	*Note	*Note

*** Budget implications to be considered once project business cases have been finalised. External funding contributions to be confirmed**

The green-shaded rows in the table indicate potential positive carbon reduction impacts, aligned with the Climate Change and Green Futures Strategy.

This page is intentionally left blank

Appendix 2a

Financial Estimates 2026/27 – 2028/29
--

Housing General Fund – Revenue Budgets

Cost Centre	Revised Estimate 2025/26 £	Base Budget 2026/27 £
Hostel Accommodation	62,850	95,950
Homelessness (GF)	416,300	426,250
Housing Strategy	209,050	232,300
Lifeline and Miscellaneous Housing (GF)	11,700	(13,300)
Total	699,900	741,200

Classification	Revised Estimate 2025/26 £	Base Budget 2026/27 £
Employees	388,600	480,750
Premises	153,000	190,000
Transport	1,000	1,000
Supplies and Services	447,017	386,800
Corporate Recharges	489,900	539,300
Income	(779,617)	(856,650)
Total	699,900	741,200

There was no net budget change between the 2025/26 base budget and the 2025/26 revised budget for General Fund Housing.

The main changes to the 2026/27 base budget for total net expenditure when compared with the 2025/26 revised estimate are primarily a consequence of the following items:

Service Area	Change (£'000)
Hostel Accommodation <ul style="list-style-type: none"> The primary variation relates to an increase of £20k on the repairs and maintenance (including equipment) budget due to planned works in 2026/27. Utility costs increased by £14k to allow for additional properties. 	34
Homelessness <ul style="list-style-type: none"> Recharges from services, such as ICT and Business Support, has increased by £60k net due to an updated recharge calculation. Expenditure funded by the Homelessness Prevention Grant, such as temporary bed and breakfast accommodation and grant funded employee costs, has increased by £26k net due to supplier and price increases and increased pay costs. These increases are offset by an anticipated £77k increase in the grant provided by central Government. 	9
Housing Strategy <ul style="list-style-type: none"> The HRA Housing Strategy and Performance cost centre recharges part of its net budget directly to the General Fund for services provided. This recharge has increased by £15k. Legal recharges have increased by £8k based upon the revised calculation basis. 	23
Lifeline and Miscellaneous Housing (GF) has seen a £25k decrease in the debtors' recharge based on the revised calculation basis.	(25)
General Fund Revenue Budget increase in 2026/27	41

Housing Revenue Account – Revenue Budgets

	Revised Estimate 2025/26 £	Base Budget 2026/27 £
Repairs and Maintenance	5,619,250	5,577,800
Supervision and Management	3,695,600	3,868,900
Special Services	2,569,150	2,960,100
Rents, Rates, Taxes and Other Charges	22,550	62,700
Depreciation and Impairment of Fixed Assets	5,544,900	5,693,750
Increase/Decrease in Impairment of Debtors	50,000	30,000
Contingency	-	-
Total Expenditure	17,501,450	18,193,250
Dwelling Rents (Gross)	(19,860,000)	(21,332,150)
Non-dwelling Rents (Gross)	(279,000)	(279,000)
Tenants' Charges for Services and Facilities	(842,000)	(894,250)
Leaseholders' Charges for Services and Facilities	(163,600)	(163,600)
Other Charges for Services and Facilities	(123,000)	(8,000)
Total Income	(21,267,600)	(22,677,000)
Net Cost of Services	(3,766,150)	(4,483,750)
HRA share of Corporate and Democratic Core	513,550	529,250
HRA share of interest payable and similar charges including amortisation of premiums and discounts	3,929,050	4,233,850
HRA Investment Income	(232,700)	(134,450)
(Surplus)/Deficit for the Year on the HRA Income and Expenditure Statement	443,750	144,900
Capital expenditure funded by the HRA	-	-
(Increase)/Decrease in the HRA Balance	443,750	144,900
HRA Opening Balance	(1,666,067)	(1,222,317)
HRA Closing Balance	(1,222,317)	(1,077,417)

Housing Revenue Account	Revised Estimate 2025/26 £	Base Budget 2026/27 £
Employees	5,537,850	5,571,900
Premises	908,050	1,127,450
Transport	218,400	239,800
Supplies and Services	3,329,750	3,081,450
Third Party Payments	919,800	1,182,900
Corporate Recharges	2,469,800	2,637,150
Capital Charges	9,473,950	9,927,600
Income	(22,413,850)	(23,623,350)
Total – Decrease in the HRA Balance	443,750	144,900

The budget increase for net expenditure in 2025/26 between the original budget and revised estimate is a consequence of the following items:

HRA – Service Area	Change (£'000)
Additional budget for the depreciation of council dwellings based upon an increase in the value of the Housing stock in 2024/25.	530
Revenue development to cover new responsibilities around tackling damp and mould established under Social Housing (Regulation) Act.	150
Cabinet approved the recruitment of a Property Management Compliance Officer (February 2025) with 50% of their work being recharged to the HRA (£31k). Cabinet also approved the recruitment of a Housing Complaints Officer in March 2025 (£39k).	70
An increase in the HRA pay budget was approved as part of the senior officer pay review in June 2025.	15
Vacancy saving budget for the HRA has been increased by £200k to recognise the larger than forecast employee savings during the year.	(200)
Rent income target has been increased as current performance is exceeding initial prudent expectations.	(200)
The 2025/26 budget included works to sheltered scheme communal areas. Although this was initially considered a revenue budget, it was found that spending met the requirements for capitalisation and therefore this budget has been moved to the Capital Programme.	(100)

HRA – Service Area	Change (£'000)
Income from investment interest is higher than forecast and the budget for the HRA's share of this income has been increased.	(100)
A higher proportion of HRA officer time will be spent on capital schemes than initially forecast and therefore the 'capital salaries' recharge from the HRA to the capital programme has been increased.	(50)
The HRA revenue contingency budget has been reduced by £25k as the full budget will not be required in 2025/26.	(25)
Several small budget variations approved throughout the year including in Housing Management, home ownership and the stock condition survey budget.	(3)
Housing Revenue Account Budget increase in 2025/26	87

An analysis of the major variances between the 2025/26 revised budget and the 2026/27 base budget is included in the table below. The 2026/27 base budget shows an increase in expenditure of £910k, whilst income has increased overall by £1.2m. The major variances are detailed below:

HRA – Service Area – Expenses	Change (£'000)
Increases in employee related costs across the HRA including the impact of the 2025/26 pay award, an anticipated 3% pay award in 2026/27 and contracted salary increments. These increases have been partially offset by a decrease in employer pension contributions (from 19% to 16.5%) meaning that the employee costs increase is substantially lower than in previous years.	34
<p>A net increase in premises related costs due to:</p> <ul style="list-style-type: none"> • A £130k increase in Independent Living Scheme utilities based on current year usage and expected unit costs. • A £100k increase in repairs and maintenance costs based on current year actuals. • An increase of £29k in alarm system costs based on agreed contracts. • Legionella testing costs increasing by £20k based on forecast demand and remedial works costs. • Independent Living Scheme safety budget decreasing by £35k as it has now been merged with the capital scheme budget. 	219

<ul style="list-style-type: none"> Lift maintenance and grounds maintenance both decreasing by £10k based on forecast requirements for 2026/27 Small increased and decreases in various budgets have led to a further net £15k saving 	
Transport costs have increased primarily due to increases in fleet maintenance costs.	21
<p>There has been a net decrease in supplies and services costs which is primarily due to:</p> <ul style="list-style-type: none"> A £20k increase in Regulator for Social Housing fees. Costs associated with Home Ownership services increasing by £30k. Insurance premiums increasing by £14k. Part of the Housing Repairs Voids budget related to costs that meet the requirements for capitalisation, with £250k being moved to the Capital Programme. Decreases of £35k in Housing Repairs materials costs based on current and forecast demand and supply. Small variations across a range of budgets resulting in a further £27k decrease in costs. 	(248)
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. This recharge basis is being kept under review.	263
Methods used to allocate Corporate Recharges were reviewed this year and have resulted in a net increase in the recharge to the HRA, particularly in respect of Legal Services and Business Support costs. This reflects the level of work these services do for the HRA.	167
<p>There has been a significant increase in capital charges forecast for the HRA in 2026/27, which is primarily due to the following factors:</p> <ul style="list-style-type: none"> Borrowing interest costs to the HRA being forecasted to rise by £305k. This is based on the estimated external borrowing required to fund the HRA Capital Programme. A forecast increase in the value of Council dwellings has led to a £236k increase in depreciation charges. An £87k decrease in non-dwelling depreciation charges due to several vehicles and other non-dwelling assets being fully depreciated in the current financial year meaning no depreciation charge for those assets in 2026/27. 	454

HRA – 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; add a further 83 acquisitions and new builds across 2025/26 and 2026/27; less 35 estimated sales (Right to Buy) across the two years; equalling a projected closing stock of 4,423 properties. • Add the impact of a 4.8% rent increase (September CPI plus 1% as allowed by the Regulations). • Less a projected void loss of £448k. • A further £200k has been added to the budget as an income target, which is based upon the HRA's income performance in recent years. <p>See further commentary below for more details.</p>	(1,472)
<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 2026/27 either to keep charges in line with other suppliers. See further commentary below for more details.</p>	-
<p>A small increase in Support Charges primarily due to the 4.8% increase in line with rents, adjusted for forecast voids.</p>	(52)
<p>Other notable changes in HRA Income include:</p> <ul style="list-style-type: none"> • Investment income is forecast to decrease by £98k based on expected reserve balances and interest rates. • In 2025/26, the HRA had a budget of £115k for the Section 31 grant partially compensating for increased employer National Insurance Contributions. The HRA is not expected to get this support in 2026/27 and, as such, the budget has not been included. • Changes to recharges across the HRA have led to a decrease of £125k to Housing Management recharges. Note that this is the result of accounting adjustments and not actual lost income to the HRA. • Employee costs recharged to the Capital Programme (capital Salaries) have increased by £32k due to increasing employee costs and to reflect the time HRA employees spend on capital schemes. • Housing Management recharges to the General Fund have increased by £15k due to increasing employee costs. • Various small increases and decreases across several budgets, result in a net decrease in income of £24k. 	315
Housing Revenue Account Budget decrease in 2026/27	(299)

Revenue Development

Tenant Satisfaction Survey

In 2023, the Regulator of Social Housing introduced the Tenant Satisfaction Measures as part of their Consumer Standards. As part of this, the Council is required to complete an annual survey with all tenants following a specified question set and methodology. Due to the complexity of the requirement, it is not recommended that this exercise is completed in-house. For the last two years the Council has used a research company called Acuity to complete this.

Whilst New Burdens funding has previously been provided, the Council now needs to fund this annually via the Housing Revenue Account. A new budget of £20k has been included in the above figures for this development.

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 2025/26 were charged over a 48-week period, which is similarly the case for 2026/27.

In 2023/24 the Government limited by legislation the increase in HRA dwelling rents to 7%. In 2025/26 this reverted to the previous policy of limiting increases to September CPI plus 1% and this has been maintained for 2026/27. An increase of 4.8% has therefore been applied. The amount of lost rent due to properties being empty has been provided for, 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 future sustainability of the HRA at great risk.

Non dwelling (Garage Rents) Income

3. In recent years several garage sites have been identified as being viable for development into housing, these developments are currently underway.

Garage rents were frozen in 2025/26, and it is proposed that this be maintained for 2026/27. This is to keep prices in line with other providers in the area to minimise voids.

Housing Revenue Account Business Plan

4. The projected HRA closing balance at 31 March 2026 is forecast at just over £1.2m and just under £1.1m at 31 March 2027. Any new budgets approved in the final quarter of 2025/26 and throughout 2026/27 will further impact this, particularly if they are expenditure budgets that are not matched by income, (e.g. grant funding).

The Council has set its minimum balance as £1 million for the HRA. It is therefore important that the Council very carefully considers any requests for additional expenditure to ensure that it is necessary and also that it maximises rent and other income to ensure the financial viability of the HRA.

5. The HRA 30-year Business Plan was refreshed and 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 again in Spring/Summer 2026.

This page is intentionally left blank

Appendix 2b

Housing Capital Programme

No.	Scheme	Estimated Total Cost £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Comments (also see narrative further below)
1.	Disabled Facilities Grants (GF)	2,400,000	800,000	800,000	800,000	Actual level of grant funding to be confirmed
2.	Bathroom Replacements	157,000	50,000	52,000	55,000	excludes capital salaries
3.	Kitchen Replacements	7,875,000	2,500,000	2,625,000	2,750,000	excludes capital salaries
4.	Boiler Replacements	2,670,000	850,000	890,000	930,000	excludes capital salaries
5.	Roofing Improvements	630,000	200,000	210,000	220,000	excludes capital salaries
6.	Electrical Periodic Improvements	1,100,000	350,000	365,000	385,000	excludes capital salaries
7.	Electrical Rewiring Works	157,000	50,000	52,000	55,000	excludes capital salaries
8.	Aids and Adaptations	1,410,000	450,000	470,000	490,000	excludes capital salaries
9.	Fire Safety Assessment and Remedial Works	6,200,000	2,035,000	2,035,000	2,130,000	excludes capital salaries
10.	Doors and Windows Replacements	1,410,000	450,000	470,000	490,000	excludes capital salaries
11.	Decent Neighbourhood	2,400,000	800,000	800,000	800,000	excludes capital salaries
12.	Structural Remedial Repairs	630,000	200,000	210,000	220,000	excludes capital salaries
13.	Major Relets	655,000	380,000	135,000	140,000	excludes capital salaries
14.	Asbestos Survey and Remedial Works	1,950,000	620,000	650,000	680,000	excludes capital salaries

No.	Scheme	Estimated Total Cost £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Comments (also see narrative further below)
15.	Energy Efficiency Works	6,100,000	2,000,000	2,000,000	2,100,000	£2.790m grant from DESNZ with £3.390m from the Council - HRA Borrowing
16.	Damp Proofing Works	450,000	150,000	150,000	150,000	Mix of Major Repairs Reserve and/or HRA Borrowing.
17.	AICO Environment Monitoring	315,000	100,000	105,000	110,000	Exclude capital salaries
18.	Other Major Works – Capital Investment Plan	360,000	120,000	120,000	120,000	Mix of Major Repairs Reserve and/or HRA Borrowing.
19.	Sheltered Scheme Safety and Communal Areas	365,000	120,000	120,000	125,000	The purchase of various pieces of equipment for the Councils sheltered schemes.
20.	Capital Salaries (Capital Works)	1,890,000	620,000	630,000	640,000	Total capital salaries to be reallocated to schemes at outturn. Reviewed by Finance.
21.	Capital Salaries (HRA)	390,000	125,000	130,000	135,000	Housing Repairs staff time to be reallocated to Capital programme
22.	HRA Contingency	300,000	100,000	100,000	100,000	
	TOTAL	39,814,000	13,070,000	13,119,000	13,625,000	

Housing Delivery Capital Programme

No.	Scheme	Estimated Total Cost £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Comments (also see narrative further below)
1.	Acquisition of Properties	4,400,000	1,400,000	1,500,000	1,500,000	Funded by RTB receipts
2.	New Build – Land at Bramcote Crematorium	5,338,000	3,500,000	1,838,000	-	Balance of total scheme budget at £9.638m across multiple financial years being funded by mix of S106 contributions and HRA borrowing
3.	52 Church Street – Nursery Site	1,900,000	1,900,000	-	-	Site was purchased in 2025. Estimated build cost at around £1.9m to be funded by S106 contributions and HRA borrowing.
4.	Pamela Cottage	300,000	300,000	-	-	Total scheme budget at £940k, funded by S106 contributions and HRA borrowing
5.	New Developments – Housing Feasibility Costs	750,000	250,000	250,000	250,000	HRA Borrowing
6.	Housing Delivery Capital Salaries	900,000	300,000	300,000	300,000	Capital Salaries
	TOTAL	13,738,000	7,800,000	3,888,000	2,050,000	

* More housing acquisition and development opportunities in accordance with the Housing Delivery Plan and with robust business cases can come forward to Cabinet for consideration during the year.

Housing Capital Programme 2026/27

General Fund Housing

1. Disabled Facilities Grants (£800,000)

A budget to provide grants to improve facilities for disabled people living in private sector dwellings. The budget is funded via Nottinghamshire County Council through the Better Care Fund. The actual budget available will be determined at a later date.

Housing Revenue Account

2. Bathroom Replacements (£50,000)

A budget to continue essential works to the Housing stock to prevent 'non-decency', to meet the demands of 'future non-decency' and to maintain the good condition of the housing stock in line with the Government's Decent Homes Guidance and the Broxtowe Standard.

The bathroom replacement programme will be delivered by the current contractor and consists of bathrooms that have been identified through stock condition surveys and a modelling exercise conducted by consultants. Additionally, a provision for five bathrooms has been included to address poor-condition bathrooms arising from the voids work stream and tenant recharge cases.

3. Kitchen Replacements (£2,500,000)

The budget will continue essential kitchen improvements to the Housing stock which is vital to prevent properties from falling into 'non-decency', address 'future non-decency' and maintain the overall condition of our housing in line with both the Government's Decent Homes Guidance and the Broxtowe Standard. This work is critical to protecting the value of assets and safeguarding the long-term investment.

The kitchen replacement programme will be delivered by the current contractor and consists of 250 kitchens, identified through stock condition surveys and a modelling exercise conducted by consultants. Additionally, a provision for 15 kitchens has been included to address poor-condition kitchens arising from the voids work stream and tenant recharge cases.

4. Boiler Replacements (£850,000)

A 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.

The programme will replace a stock of older gas boilers that are coming to the end of their cost-effective lifecycle and parts are becoming harder to source. The old boilers will be replaced with high efficiency condensing combination boilers that are SEDBUK A rated. The replacement will cover 436 boilers which consist of boiler breakdowns and planned boiler replacement programme which have been identified from the stock condition report and forecast trends from boiler breakdowns over the last three years.

5. Roofing Improvements (£200,000)

The budget will continue essential roofing improvements to the Housing stock which is vital to prevent properties from falling into 'non-decency', addressing 'future non-decency' and maintaining the overall condition of our housing in line with both the Government's Decent Homes Guidance and the Broxtowe Standard. This work is critical to protecting the value of assets and safeguarding the long-term investment.

The roofing replacement programme will be delivered by our current contractor and consists of 15 roofs, identified through stock condition surveys and a modelling exercise conducted by external consultants. Additionally, a provision for three roofs has been included to address poor-condition roofs arising from the voids work stream and repairs service.

6. Electrical Periodic Improvement Works (£350,000)

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 the Housing stock and communal areas. This testing is ongoing by the Housing Repairs team and there will be several 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.

Work will also be completed to communal fixed electrical equipment including Fire detection panels were 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.

7. Electrical Rewiring Works (£50,000)

The budget will assist in complying with regulatory obligation that aligns with the 19th Edition of the IEE Wiring Regulations and the Institute of Engineering and Technology's BS7671:2008, including all subsequent amendments. This includes the integration of Arc Fault Detection Devices (AFDDs) as part of the electrical upgrade programme.

8. Aids and Adaptations – Disabled Persons (£450,000)

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.

9. Fire Safety Assessment and Remedial Works (£2,035,000)

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 assessment (FRA) on the communal areas of flats within its Housing stock. This will identify fire risk assessment actions that will need completing and managing to ensure compliance. The Council is required to appoint a competent body to carry out all required 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

10. Doors and Windows Replacements (£450,000)

This spending 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, whilst fire doors will be fitted where required.

11. Decent Neighbourhoods (£800,000)

The Council owns paths, paving and hard standings that service the Housing stock. These areas have fixed lives beyond which they require either replacement or refurbishment. Surveys are periodically carried out on the condition of these areas, and this budget will enable the resulting required work to be undertaken.

12. Structural Remedial Repairs (£200,000)

A 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.

13. Major Relets (£380,000)

This budget is for extensive work to void properties that are in a serious state of disrepair 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.

14. Asbestos Surveys and Remedial Works (£620,000)

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.

15. Energy Efficiency Works (£2,000,000)

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

Works are anticipated 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.

16. Damp Proofing Works (£150,000)

These damp proofing works have previously been included as part of the Structural Remedial Repairs managed by the Capital Works team. The Housing Repairs team is now responsible for all works in relation to damp and mould, so it is proposed to split the budget accordingly.

17. AICO Environmental Monitoring (£100,000)

The budget will ensure compliance with new legislation, Awaab's Law, which came into effect from October 2025 by installing sensors as a proactive approach to damp and mould and disrepair.

18. Major Works – Capital Investment Plan (£120,000)

A five-year Capital Investment Plan that goes beyond the traditional Decent Homes scope. While kitchens, bathrooms, and windows remain essential, many high-value and critical works, such as structural repairs, communal systems, and external refurbishments, often fall outside this remit and risk being overlooked without a broader investment strategy. The key objectives of the plan will be to capture essential works not covered by Decent Homes compliance and to support asset management and financial planning.

19. Sheltered Scheme Safety and Communal Areas (£120,000)

This budget is intended to allow for the purchase of various pieces of capital equipment for the Councils sheltered schemes, such as safety kit, including emergency alarm equipment, and furniture for communal areas.

20. Capital Salaries – Capital Works (£620,000)

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.

21. Capital Salaries – Housing (£125,000)

HRA 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.

22. 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 Capital Programme 2026/27

1. 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.

2. New Build – Land at Bramcote Crematorium (£3,500,000)

This scheme is for the construction of 51 new homes on this 240-unit Section 106 site in Bramcote. This is a major scheme that will cover multiple financial years up to 2028/29. The scheme has taken 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. The Council's units will include 34 for rental and 17 for shared ownership, with Section 106 contributions partly funding the purchase of 30% of the homes per the agreed statutory arrangement under S106.

3. 52 Church Street – Nursery Site (£1,900,000)

Site purchased. This development budget will assist in the demolition of the nursery and construction of affordable social rental accommodation. There is up to 12 flats earmarked for construction pending finalisation of plans, which are being worked on by architects. The project is scheduled to commence in 2026 and will be developed alongside Lawrence Street and 84 Church Street. S106 contributions will partly fund the project.

4. Pamela Cottage (£300,000)

The budget will assist in the development of two houses as part of the Pamela Cottage site. The site will be purchased from Bramcote Crematorium for the HRA with a sale price to be determined. Total scheme costs currently estimated at £940k, with £640k already included in the Capital Programme in 2025/26. The project will be funded by Section 106 contributions and prudential borrowing.

5. New Developments - 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.

6. Housing Delivery Capital Salaries (£300,000)

The cost of officers working directly on the Housing Delivery Plan, including Housing Delivery Manager and the Housing Delivery team; Housing Acquisitions Officer; Legal Services and part of the costs of the Assistant Directors.

Appendix 2c

Housing – Review of Fees, Charges and Allowances

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

	Current 2025/26 £	Proposed 2026/27 £
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	15.28	16.01
Management Charge – Level 3	14.71	15.42
Management Charge – Level 2	14.13	14.81
Management Charge – Level 1	12.22	12.81
General Needs Service Charge	1.66	1.74
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

	Current 2025/26 £	Proposed 2026/27 £
Decorating Allowances (continued)		
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 - 50.01	Between 20.00 - 50.00
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 Interim Chief Executive and the Interim Deputy Chief Executive and Section 151 Officer

Business Growth – Business Plans and Financial Estimates 2026/27 - 2028/29

1. Purpose of Report

To consider proposals for business plans, revenue budget estimates; capital programme; and proposed fees and charges for 2026/27 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 details revenue budget estimates for 2026/27 (base)**
 - b) **The capital programme for 2026/27 to 2028/29**
 - c) **The fees and charges for 2026/27**

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. Further details relating to the business planning and budget setting framework has already been noted by the Committee as part of this agenda

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 Interim Deputy Chief Executive and Section 151 Officer 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 3 February 2026 for consideration and recommendation onto full Council on 4 March 2026.

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 2026-2029Introduction

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)
- 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 (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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Town Centre occupancy rates: (TCLocal_01)	91%	89%	91%	91%	90%	88%	Business Growth Manager
• Beeston	93%	92%	93%	95%	95%	95%	Occupancy rates higher than national average and remain steady.
• Kimberley	91%	92%	92%	85%	85%	85%	Considering changing dynamic of town centres, targets are realistic.
• Eastwood	89%	85%	87%	90%	90%	90%	Data reported on a quarterly basis.
• Stapleford	92%	89%	90%	90%	90%	90%	It is proposed that due to the small number of shops and high deviations in results when vacancies arise, the Kimberley target is reduced to 85%. <i>NB: The values are average values for the quarter for each town centre. The Borough score is the mean average of the town centre scores.</i>

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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Major planning applications determined within 13 weeks or agreed timescales (NI157a)	81%	91%	82%	90%	90%	90%	Assistant Director 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. The Government's threshold for performance is 70%.
Minor planning applications determined within 8 weeks (NI157b)	93%	92%	92%	92%	92%	92%	Assistant Director Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target. The Government's threshold for performance is 70%.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Other planning applications determined within 8 weeks (NI157c)	97%	98%	97%	95%	95%	95%	<p>Assistant Director Planning and Economic Development</p> <p>Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target</p> <p>It is suggested that 95% is a reasonable target as this is still well above the national average but does allow for a few lapses which sometimes are unavoidable.</p> <p>The Government's threshold for performance is 70%.</p>
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation) (BV204)	56%	36%	71%	10%	10%	10%	<p>Assistant Director Planning and Economic Development</p> <p>2022/23 - 15 of 27 appeals allowed</p> <p>2023/24 - 9 of 25 appeals allowed</p> <p>2024/25 - 12 of 17 appeals allowed</p> <p>The Government's data uses a percentage of appeals allowed against total applications received.</p> <p>The Council's indicator only considers appeal outcomes against the number of appeals submitted, resulting in high percentages.</p>

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Appeals allowed against refusals (Committee overturns) (DSDData_18)	80%	86%	100%	10%	10%	10%	Assistant Director Planning and Economic Development In 2024/25, four refusals by the Planning Committee (against officer recommendation) were subsequently appealed. All four of these appeals were allowed.

Keys Tasks and Priorities for Improvement 2026/27 – 2028/29 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	Assistant Director Planning and Economic Development Adoption is currently anticipated by end of 2026	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_01a	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	Assistant Director Planning and Economic Development <i>See action plan within the strategy for timelines on actions</i> March 2027	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 finalise the remaining projects identified for Stapleford Town Deal	Delivery Partner Leads – Support the Town Deal Board – Programme management and accountable body function	Head of Economic Development and Regeneration Deputy Chief Executive 2025/26	Council is the accountable body for £21.1m which must be defrayed by 2026/27 subject to updated requirements provided by MCHLG to deliver the projects by 2027 Grant of £1.46m from Football Foundation utilised for a 3G pitches at Stapleford. Build project complete and outputs being delivered
Deliver the Kimberley Means Business programme BG2326_02	Develop and deliver the three projects identified for Kimberley Local Regeneration Fund.	Delivery Partner Leads – Support the Kimberley Means Business Strategic Board – Programme management and accountable body function	Head of Economic Development and Regeneration Deputy Chief Executive 2026/27	Council is the accountable body for £16.5m which must be defrayed by end 2027
Continue to explore opportunities for Markets and Retail Events across the Borough BG2629_01 (New)	Delivery of events-based model for markets and retail events Delivery to commence in late 2025	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	Regeneration and Economic Development Manager Markets Officer 2025-2027	Funding for growth from income generation and grants. A pilot market / event was hosted in Spring 2024. Further events are planned but subject to funding and resource implications To be reviewed April 2026

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Deliver the UK Shared Prosperity Fund (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 final year of programme and complete delivery of programme by end of March 2026 Evaluation to be complete by May 2026	Year 4 funding of £1.056m (revenue and capital) to be delivered.
Walker Street Eastwood – Health and Well Being Hub BG2629_02 (New)	To provide Health and Well Being facility in Eastwood to enhance the local community facilities	Various	Head of Economic Development	Report to request £140k approved by Cabinet 16 December 2025. Exploring opportunities for external funding support to deliver this project.

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 _06.3 •Greasley _06.4 •Kimberley _06.6 •Stapleford _06.9 •Bramcote _06.10 	Town, Parish Councils and Neighbourhood Forums in cooperation with the Borough Council. 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 	Assistant Director Planning and Economic Development Target dates will vary depending on the details of each emerging Plan.	Council has previously been eligible to submit a bid to the government, during specified window, for £20k of funding per Plan when the Council issues a 'Decision Statement' and decides 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/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)	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	Assistant Director Asset Management Development Estates Manager December 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	Action	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
Budget Implications				
Bring forward and adopt the Greater Nottinghamshire Strategic Plan [Core Strategy]	BG2023_05	80,000	-	-
Carry out condition surveys and develop a maintenance plan for general properties (including commercial/industrial units)	AMD2528_01	50,000	-	-
Funding bid for PlaceInformatics (setting budget to replace UKSPF and external funding coming through)	-	40,000	45,000	45,000
Potential uplift in consultancy (setting budget to replace UKSPF and other external funding)	-	25,000	-	-
Stapleford Towns Fund - The Pencil Works Enterprise Hub due to open Summer 2026 with any surplus/deficit being met by the Council - estimated based on 80% occupancy	-	(120,000)	(100,000)	(100,000)
Stapleford Towns Fund - Hickings Lane Community Pavilion Liberty Leisure Limited will be the operator. Surplus not expected until Year 3 (2028/29) with profit share agreement in place with the Council. Council may have to contribute some resourcing to cover earlier losses.		To be determined	To be determined	To be determined

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
Budget Implications (continued)				
Kimberley Means Business – Potential income from the new Industrial Units being provided.	-	(200,000)	(240,000)	(250,000)
Walker Street Health and Well Being Hub - Exploring external funding opportunities to deliver this project	BG2629_02	140,000	-	-
Efficiencies Generated				
Matched funding for business grants funding Stapleford, Kimberley and UKSPF	-	Ongoing	-	-
Additional investment into facilities from external grant sources and/or fundraising	-	To be determined	-	-
New business/increased income				
Increased Planning Fees	-	(50,000)	-	-
Building Control – Increase management fee to Erewash Borough Council	-	50,000	-	-
Net Change in Revenue Budgets		*Note	*Note	*Note

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

This page is intentionally left blank

Appendix 2a

Financial Estimates 2026/27 – 2028/29

Business Growth – Revenue Budgets

Cost Centre	Revised Estimate 2025/26 £	Base Budget 2026/27 £
Planning Management *	14,550	-
Planning Central Support *	-	-
Development Control	556,650	543,250
Building Control	80,000	85,000
Planning Policy	869,800	744,350
Planning – Community Development	15,000	-
Craft Workshops	23,000	26,700
Industrial Development	12,600	78,650
Beeston Square	(442,850)	(636,000)
Economic Development	578,700	603,700
Stapleford Town Deal (Capital Charges)	18,900	-
UK Shared Prosperity Fund (Capital Charges)	-	33,700
Car Parks	(59,050)	(108,100)
Total	1,667,300	1,371,250

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

Classification	Revised Estimate 2025/26 £	Base Budget 2026/27 £
Employees	1,906,050	1,762,350
Premises	370,450	330,900
Transport	7,650	7,700
Supplies and Services	1,197,450	479,200
Third Party Payments	138,100	78,950
Corporate Recharges	959,550	958,750
Capital Charges	266,700	292,900
Income	(3,178,650)	(2,539,500)
Total	1,667,300	1,371,250

The budget increase for net expenditure in 2025/26 between the original budget and revised estimate is a consequence of the following items:

Business Growth – Service Area	Change (£'000)
Add: Budget amendments approved by Cabinet on 4 February 2025 (Senior Officer Pay Review)	15
Less: Development budget on Planning Policy (Beeston Feasibility Study) falling out of base budget	(10)
Add: Budget amendments to extend temporary posts in Economic Development approved by GMT (funded by UKSPF and Towns Deal)	93
Add: Budget amendments approved by Cabinet on 11 March 2025 (Eastwood Feasibility Study)	15
Less: Budget amendments relating to ICT Services/Corporate Services and Car Parking establishment approved by GMT (nominal budget change but move between Business Growth and Resources)	(45)
Other budget changes across the Business Growth priority	7
Revenue Budget increase in 2025/26	75

The main changes in the 2026/27 base budget for total net expenditure when compared with the 2025/26 revised estimate is primarily a consequence of the following items:

Business Growth – Service Area	Change (£'000)
Planning Policy – The removal of developments relating to Feasibility Studies, Conservation Area Appraisals and a reduction of Core Strategy Review and Neighbourhood Planning support.	(125)
Beeston Square – The net budget reduction reflects an increase in rental income and service charges £59k. Business Rates paid for void units is reduced due to lower average spends in recent years £26k. Capital charges also reduced by £39k.	(193)
Industrial Development – The main increases relate to grounds maintenance recharges (change of recharge basis under review), central support recharges and capital charges.	62

Business Growth – Service Area	Change (£'000)
Car Parks – Cost budgets relating to staffing (establishment), repairs and maintenance and signage/notice boards have all reduced.	(49)
Other budget changes across the Business Growth priority	9
Revenue Budget decrease in 2026/27	(296)

This page is intentionally left blank

Appendix 2b

Business Growth Capital Programme

No.	Scheme	Estimated Total Cost £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Comments (also see narrative further below)
1.	Stapleford Towns Deal	-	-	-	-	Total scheme at £21.1m plus additional funding. Although no planned budget remaining for 2026/27, any likely slippage in earlier years will be brought forward to complete the delivery programme.
2.	Kimberley Means Business	-	-	-	-	Total scheme at £16.5m plus additional funding. Although no planned budget remaining for 2026/27, any likely slippage in earlier years will be brought forward to complete the delivery programme.
3.	Craft Workshops – Scargill Walk	65,000	65,000	-	-	Prudential borrowing
4.	Capital Salaries (Business Growth) *	200,000	200,000	-	-	Capital salaries to be allocated to schemes at outturn. Funded from external grants, with any shortfall being met by prudential borrowing
Total - Business Growth		265,000	265,000	-	-	

* This item will be dependent upon the significant grant funded schemes, relating to Stapleford Towns Fund (1) and Kimberley Means Business (2), having an element of budget brought forward into 2026/27. This is highly likely as both significant economic regeneration schemes are likely to be completed in 2026/27.

Business Growth Capital Programme

1. Stapleford Towns Deal (£nil)

There is no remaining budget balance of the £21.1m Towns Fund investment for Stapleford, although any slippage in earlier years will be carried forward. In addition to the large capital sums from MHCLG for this regeneration programmes, the Council is also expecting to receive further match funding from the likes of the Football Foundation and the East Midlands Combined Counties Authority (EMCCA), in support of these projects, which for Stapleford could amount to a further £2.0m. This investment funded a range of projects including:

- Construction of the new Stapleford Community Pavilion at Hickings Lane facilitated a range of services and community activities in one location.
- Updated Street Improvement Scene along Derby Road in the town centre with the aim of improving the viability and vitality of the town centre, including a new 44 space car park on Derby Road.
- Active Travel and Associated Infrastructures aimed to encourage green active transport around Stapleford, including a new cycle training track and all-wheel park and a puffin crossing.
- Construction of a new Enterprise Hub to address 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, food and beverage unit and three retail units. It is anticipated that the ground floor would include makers space and other flexible creative space, set against renewed public realm.
- Working with Nottinghamshire County Council to deliver additional learning spaces within the Stapleford Library and Learning Facility split into internal and external works, providing learning space and additional learning courses.
- Stapleford Town Centre Recovery Scheme to assist in bounce-back for the local businesses following Covid-19, including the improvement of internal and frontages of premises.

2. Kimberley Means Business (£nil)

There is no remaining budget balance of the £16.5m regeneration investment for Kimberley, although any slippage in earlier years will be carried forward. In addition to the large capital sums from MHCLG for this regeneration programmes, the Council is also expecting to receive further match funding from the likes of EMCCA, in support of these projects, which for Stapleford could amount to a further £950k. This investment has funded a range of interventions 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 sports sites: building of a new pavilion and changing rooms, improving an existing sports pavilion and football pitch, and improving cricket club facilities for the community and sports teams.
- Develop 14 new industrial units on sites near Bennerley Viaduct and in Giltbrook 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.

Bennerley Viaduct Eastern Ramp and Active Travel:

- Create a plan for a new active travel route to link up Kimberley, Giltbrook, the Phoenix Park Tram Stop and Bennerley Viaduct.
- Construction of an accessible Eastern Ramp, a Visitors' Centre and car parking at Bennerley Viaduct, an asset of great historical and cultural significance and important tourist attraction.
- These facilities 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.

3. Craft Workshops – Scargill Walk (£65,000)

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.

4. Capital Salaries – Capital Works (£200,000)

Earlier arrangements of adding capital salaries recharges to individual schemes has caused 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.

This item will be dependent upon the significant grant funded schemes, relating to Stapleford Towns Fund and Kimberley Means Business, having an element of budget brought forward into 2026/27. This is highly likely as both significant economic regeneration schemes are likely to be completed in 2026/27.

This page is intentionally left blank

Appendix 2c

Business Growth – Review of Fees, Charges and Allowances

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

Economic Development

	Current 2025/26 £	Proposed 2026/27 £
<u>Beeston, Eastwood and Stapleford Squares</u>		
Supply of electricity:		
General	22.00	23.00
Charitable organisations, schools and community groups	11.00	11.50

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

	Current 2025/26 £	Proposed 2026/27 £
<u>Commercial Use:</u>		
Beeston Square - Administration charge for an application for permission to trade	80.00	83.00
Beeston – Administration charge for an application for permission to trade within a 'consent street' area	65.00	67.00
Eastwood, Stapleford, Kimberley - Administration charge for an application for permission to trade	32.00	33.00

	Current 2025/26 £	Proposed 2026/27 £
<u>Market Fees:</u>		
Based on a single market day, 3x3m plot	17.50	18.00
Advance payment (1 month plus or more paid in advance) - per day	10.00	13.80

	Current 2025/26 £	Proposed 2026/27 £
<u>Craft Event Fees:</u>		
Beeston Craft Fair - Based on a single event day, 3x3m plot	27.00	28.00
Beeston Food Fair - Based on a single event day, 3x3m plot	25.00	26.00
Based on a single event day, 3x3m plot (Eastwood, Stapleford and Kimberley events)	17.50	18.00

Joint Report of the Interim Chief Executive, the Interim Deputy Chief Executive and Section 151 Officer and the Monitoring Officer

Resources and Support Service Areas – Business Plans and Financial Estimates 2026/27 - 2028/29

1. Purpose of Report

To consider proposals for the business plans, revenue budget estimates; capital programme and proposed fees and charges in respect of the Council's Resources and Support Services 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 2026/27 (base)**
 - b) **The capital programme for 2026/27 to 2028/29**
 - c) **The fees and charges for 2026/27.**

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. Further details relating to the business planning and budget setting framework has already been noted by the Committee as part of this agenda.

Extracts of the proposed Resources (**Appendix 1**), Revenues, Benefits and Customer Services (**Appendix 1b**) and ICT and Business Transformation (**Appendix 1c**) business plans are provided in this report. 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 Interim Deputy Chief Executive and Section 151 Officer 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 3 February 2026 for consideration and recommendation onto full Council on 4 March 2026.

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.

Appendix 1a

Resources Business Plan 2026-2029Introduction

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)
- 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 (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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days (BVPI 8)	98.1%	97.4%	85.0%	90% Revised	92%	95%	Assistant Director Finance Services Assistant Director Corporate Services Upgrades to the financial systems and review of internal processes will improve efficiency and support efforts towards achieving the target.
Working days (per FTE) lost due to sickness absence (BVPI 12a)	9.59	8.86	8.85	7.50	7.50	7.50	Payroll and Job Evaluation Manager Human Resources Manager
Working days (per FTE) lost due to short term absence (HRLocal_17)	3.88	3.25	2.93	2.50	2.50	2.50	The latest data 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 council was 6.20 days with the highest reported as 15.30 days.
Working days (per FTE) lost due to longer term absence (HRLocal_18)	5.71	5.61	5.92	5.00	5.00	5.00	Should any of the targets be met in 2025/26, targets for future years will be reassessed to ensure continuous improvement.

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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	96.2%	94.4%	74.4%	80% (Revised)	85%	90%	Assistant Director Finance Services Assistant Director Corporate Services Upgrades to the financial systems and review of internal processes will improve efficiency and support efforts towards achieving the target.
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	85.4%	85.8%	92.0%	87%	88%	90%	Assistant Director Revenues, Benefits and Customer Services
Internal Audit: High Priority audits completed in a rolling 18-month period (FPLocal_03)	68%	71%	72%	90%	90%	90%	Chief Audit and Control Officer Outturn for 2024/25 was negatively impacted by a period of sickness in the team Internal Audit team. Methodology and calculation updated to reflect risk-based approach.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	98%	96%	98%	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%	90%	Head of Legal (Deputy Monitoring Officer) Links with Business Growth Objective. Improved review and data capturing process during 2023/24.
Review and advise on contract within 10 working days from receipt of full instruction (LSLocal_03)	80%	80%	90%	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%	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)	84,554	84,635	85,752	85,815 (Actual Dec-25)	85,500	85,500	Head of Legal (Deputy Monitoring Officer) Legal duty to maintain a register of electors in the Borough. Sight increase in registered electors in 2025/26 likely due to new developments within the Borough.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Complaints acknowledged within specified time (LALocal_04)	*100%	*100%	*100%	*100%	*100%	*100%	Head of Democratic Services and Deputy Monitoring Officer <i>*Acknowledgements to be 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%	78%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer KPI to be further developed with the Member Development Group.
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
Call-Ins following Cabinet decisions responded to in full within legislative timescale (GSLocal_007)	No Call Ins	100%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer Two call-ins made during 2023/24 which were resolved within legislative timescales. No call-ins were made in 2024/25
Stage 2 complaints upheld (DEMO_2a)	-	-	48%	0%	0%	0%	Head of Democratic Services and Deputy Monitoring Officer Complaints and Compliments Officer New Performance Indicator 2024/25.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	7.74%	7.99%	8.33%	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)	8.69%	10.06%	10.74%	10%	11%	11%	Human Resources Manager 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)	11.37%	15.53%	14.94%	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%	87.25%	87.5%	89%	89%	90%	Human Resources Manager Learning & Development Team continue to offer a range of learning opportunities; however, interest remained low during 2024/25. There has been an increase interest has for upcoming courses and upskilling, following the announcement about Local Government Reorganisation.
Industrial units occupied in the previous 3 months (CPLocal_01a)	95%	95%	98%	90%	91%	91%	Estates Manager One unit vacant; One unit currently with Legal Services to prepare lease

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Industrial Unit tenants with rent arrears (over one month) (CPLocal_02)	7.2%	2.3%	2.3%	5%	5%	5%	Estates Manager
Beeston Square Shops occupied in the previous 3 months (CPLocal_05a)	78%	80%	85%	85%	85%	85%	Estates Manager
Occupancy of Business Hub Units – Beeston (CPLocal_08a)	90%	58%	90%	85%	85%	85%	Assistant Director Asset Management and Development Four units held vacant – Economic Development Project, so reduced number of lettable units to eight.
Occupancy of Business Hub Units - Stapleford (CPLocal_08b)	100%	89%	78%	85%	85%	85%	Assistant Director Asset Management and Development
Online transactions (CCCSLocal_01)	390,751	469,277	488,106	500,000	520,000	540,000	Communications, Cultural and Civic Services Manager Ongoing promotion of online services as part of the Digital Strategy helps support increased take up.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Social media reach (CCCSLocal_02)	1,040,754	1,208,300	1,320,205	1,350,000	1,400,000	1,450,000	Communications, Cultural and Civic Services Manager Regular, engaging social media content is produced to increase the number of followers and therefore reach. This has more recently included more video content. The reach in a given year can vary widely dependent on local and national issues and campaigns.
Email Me subscribers (CCCSLocal_03)	27,712	30,073	31,154	32,000	33,000	34,000	Communications, Cultural and Civic Services Manager Email Me Service is proactively promoted to support quick and timely updates to residents on a range of topics.
Employees who are aware of the Council's vision and long-term goals (CCCSLocal_04)	77%	77%	83%	81% (Actual 2025/26)	83%	85%	Communications, Cultural and Civic Services Manager Assessed through the annual Employee Survey. Work in undertaken to embed the vision and goals through physical displays, employee briefings and GMT question time. Specific roadshows were organised to promote the new Corporate Plan in 2024.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees who feel informed (CCCSLocal_05)	62%	67%	72%	72% (Actual 2025/26)	74%	76%	Communications, Cultural and Civic Services Manager Assessed through the annual Employee Survey. Various engagement programmes have been developed to help make improvements including GMT Question Time, weekly employee briefings, face to face events and SMT Briefings which include a '5 things to tell your teams' feature. Employees are also reminded about the ways they can keep themselves up to date.
Residents who feel the Council listens to them (results from an annual consultation) (CCCSLocal_06)	73% (27% disagreed or strongly disagreed)	68% (32% disagreed or strongly disagreed)	66% (34% disagreed/strongly disagreed)	70% (Actual 2025/26 30% disagreed/strongly disagreed)	72%	74%	Communications, Cultural and Civic Services Manager Assessed through the annual Budget consultation. The options are satisfied, satisfied, neutral, dissatisfied and very dissatisfied.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Residents who are satisfied or very satisfied with the services the Council provides (CCCSLocal_07)	65%	58%	55%	60% (Actual 2025/26)	62%	64%	Communications, Cultural and Civic Services Manager Assessed through the annual budget consultation. By way of national comparison, the Local Government Association'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.
Residents who are satisfied or very satisfied with the Borough as a place to live (CCCSLocal_08)	76%	71%	69%	72% (Actual 2025/26)	75%	78%	Communications, Cultural and Civic Services Manager Assessed through the annual budget consultation. 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 2026/27 – 2028/29 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	Assistant Director Finance Services June 2026	Use of an additional interim officer to support the accounts closedown and audit process.
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	Assistant Director Finance Services Chief Accountant June 2026	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 upgrade of the Civica Financials systems and undertake post implementation review FP2629_01 (New)	Fully upgraded financial management system to include ledger, creditors/ purchasing and sundry debtors to provide a robust system and efficient and effective processes.	Civica ICT and Business Transformation team	Assistant Director Finance Services Chief Accountant July 2026	Resourcing of service. Opportunities for efficiencies through improved operation of the system.
Review and update the Internal Audit Charter and associated documents to reflect recent changes in Internal Audit Standards FP2629_02 (New)	Formal documentation of compliance with Internal Audit Standards as applicable to Local Government in the UK.	Consultation with professional bodies and Chief Internal Auditor networks as required	Chief Audit and Control Officer November 2026	Resourcing of service.

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Complete the migration and upgrade of Revenues system to the Cloud platform RBCS2528_04	Fully operational revenue and benefits system and to provide additional business continuity arrangements	Capita ICT and Business Transformation team	Assistant Director Revenues, Benefits and Customer Services September 2027	Resourcing of service. Opportunities for efficiencies through improved operation of the system. The system will be fully managed by Civica. The cloud platform is still in its infancy, and it is anticipated that Broxtowe will migrate on to it once it has become established
Community Governance Review 2025 LS2528_01	Revision of parish boundaries in the North of the Borough.	Parish Councils Town Councils Nottinghamshire County Council Internal - Legal Services; Electoral Services; and GIS Officer	Head of Legal (Deputy Monitoring Officer) Timetable to be agreed	Community Governance Review will commence after May 2025 This is currently being reviewed and need to ensure It aligns with pending Local Governance Reorganisation (LGR).
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	Within existing budget. Reduction in printing, postage and printing costs for Agendas. 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	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 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 budgets The Form was published following Cabinet approval in March 2025.
Introduce a new Managing Abusive, Persistent and/or Vexatious Unreasonable Complainants and Customers Policy DEM2528_02	Unreasonable Complainant Behaviour framework to 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 budgets Policy was implemented following Cabinet approval in June 2025.
Annually review the People Strategy 2025-29 HR2326_01.1	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
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

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Armed Forces Covenant HR2427_01.5	Achieve Gold Award Status	Armed Forces	Human Resources Manager December 2026	Demonstrate the Council's continued support for the Armed Forces.
Complete installation of Phase 2 of the Property Management system CP2124_01b (New)	Fully operational property management system that can generate reporting and invoicing to ensure efficient solution.	Civica ICT and Business Transformation team	Assistant Director Asset Management February 2026	Resourcing of service. Opportunities for efficiencies through improved operation of the system.
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	Assistant Director Asset Management 2027 in line with Council Net Zero Target	EPC data for all Commercial premises has been collected. Improvements will continue as part of the Capital Programme to improve the EPC ratings by 2027.
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.	Liberty Leisure Limited Nottinghamshire County Council Procurement Services	Business Director Liberty Leisure Ltd Broxtowe Leisure Client Officer Deputy Chief Executive December 2026	Will depend on agreed replacement programme

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Refresh 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 2027	Existing strategy will be refreshed during 2026/27 to ensure it is still fit for purpose and a new annual action plan developed. Activity is anticipated to be within existing budgets, including £5k annually being ring-fenced for direct engagement with hard-to-reach groups.
Embed the management system to manage Asbestos and Fire Registers for the Council H&S2528_01	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	Assistant Director Asset Management and Development Head of Health, Safety, Compliance and Emergency Planning March 2027	External Agencies to undertake assessment of property portfolio and buildings built before 2000 to identify compliance issues.
Devise a Health and Safety management framework and processes 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 risks and address them to react appropriately	Executive Director Heads of Service Health and Safety	Head of Health, Safety, Compliance and Emergency Planning March 2026	The new Health and Safety Management framework is anticipated to be in place by 31 March 2026.

The shaded rows in the table indicate potential positive carbon reduction impacts, aligned with the Climate Change and Green Futures Strategy.

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	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
Budget Implications				
Key financial system upgrades		Within approved budgets	Within approved budgets	Within approved budgets
Efficiencies Generated				
Non-cashable savings from the investment in ICT systems and technology e.g. new Estates Management system	CP2124_01b	To be determined	To be determined	To be determined
New business/ Increased income				
Increased rent from existing Commercial and 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.

** Total income received is subject to occupancy of the Industrial Units

The shaded rows in the table indicate potential positive carbon reduction impacts, aligned with the Climate Change and Green Futures Strategy.

Appendix 1b

Revenues, Benefits and Customer Services Business Plan 2026-2029Introduction

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)
- 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 (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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Council Tax collected in year (BV9)	97.42%	97.63%	97.65%	98.5%	98.5%	98.5%	<p>Assistant Director Revenues, Benefits and Customer Services</p> <p>Target based on 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 others in the East Midlands, the Council ranks 10th out of 29 local authorities, with Rushcliffe being the only Nottinghamshire council exceeding this collection rate.</p>

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Non-domestic rates collected in the year (BV10)	98.77%	97.64%	98.5%	99%	98.5%	98.5%	<p>Assistant Director Revenues, Benefits and Customer Services</p> <p>In year collection rate has exceeded the target. However, this figure is based on collection of a significant Business Rates in the current financial year relating to the previous year. This had the impact of last year's being lower but between years would have resulted in a consistent collection rate.</p> <p>Compared with other local authorities in the East Midlands the Council was ranked 4th out of 29 in 2023/24 and the highest in Nottinghamshire.</p>
DHP contribution compared to DWP grant (FRLocal_15)	118%	143%	103%	100%	100%	100%	<p>Assistant Director Revenues, Benefits and Customer Services</p> <p>Council 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.</p>

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Self-Service payments transactions to the Council (including both online and Automated Telephone Payments (ATP) (Customer Services) (CSLocal_14)	59,179	78,869	95,262	100,000	100,000	100,000	Assistant Director 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 data recalculated from 2023/24 to include both Self-Service and Automated Telephone Payments.

Other Performance Indicators

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

Key Performance Indicators (KPI)

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average time (days) to process Benefit claims (BV78a)	7.9	7.2	7.5	9.0	9.0	9.0	Assistant Director 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)	4.6	4.4	3.3	4.0	4.0	4.0	Assistant Director Revenues, Benefits and Customer Services The Council's performance is in the upper quartile for the Country

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (BV79b(ii))	26.4%	23.6%	28.1%	25%	25%	25%	Assistant Director Revenues, Benefits and Customer Services With the roll out of Universal Credit, overpayment recovery has become more challenging. Previously, overpayments could be recovered from ongoing Housing Benefit but the removal of that option is likely to impact on the team's ability to achieve these challenging targets.
Calls handled (Answered in Contact Centre) (CSData02)	45,754	45,229	56,654	55,000	55,000	55,000	Assistant Director Revenues, Benefits and Customer Services The service has experienced change in relation to Housing Repairs calls being handled within the Housing team. This has reduced 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.
Calls made to the Contact Centre that are abandoned CSData_11a	-	-	8.4%	<10%	<10%	<10%	Assistant Director Revenues, Benefits and Customer Services New performance indicator 2025/26. This indicator will provide greater transparency of the level of service provided by Customer Services team. The target is based on ensuring an abandonment rate of less than 10%.

Key Tasks and Priorities for Improvement 2026/27 – 2028/29 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	Assistant Director Revenues, Benefits and Customer Services March 2026	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	Transfer of pension age HB claims to Pension Credit will be administered by the DWP.	Other council departments, system suppliers and DWP	Assistant Director Revenues, Benefits and Customer Services March 2028	Roll out of HB in to Pension Credit will reduce resource requirement and the amount of subsidy amounts that can be claimed.
Business Rates Review BCS2023_01	Review the relevant Rateable Value (RV) of Businesses.	Working with Newark and Sherwood District Council (NSDC) and Analyse Local to review the Rateable Values	Assistant Director Revenues, Benefits and Customer Services September 2027	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. The Business Rates Baseline Reset will create challenges in this area with expected growth not to be included in the 2026/27 year.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Evaluate and implement OpenChannel, subject to Business Case RBCS2124_01	To implement the OpenChannel module giving end to end online functionality for Customers in Council Tax and Benefits	Relevant software provider, using the relevant procurement framework	Assistant Director Revenues, Benefits and Customer Services September 2026	Promoting online facilities allowing integration with the back-office system. As part of the contract renewal, the Council received the software to develop the Open Channel module. Work commenced and full role out of all forms is anticipated in tranches over the coming year. It is expected that with greater online functionality there will be less demand on the Customer Services and Revenues team
Single Person Discount Review RBCS2528_02	Review all Single Person Discount accounts on Council Tax	Nottinghamshire Countywide project using relevant procurement framework	Assistant Director Revenues, Benefits and Customer Services October 2027	<p>Process aims 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.</p> <p>The exercise is outsourced to an external provider, previously NEC, with little impact on the Council Tax team. The process takes place every two years with the next one scheduled in 2027/28. The cost of the scheme is contributed to by each major precepting authority with Broxtowe picking up around 9% of the cost and benefit.</p>

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review of Council Tax Exemptions RBCS2528_03	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.	Assistant Director 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. The Levy on second homes will commence in April 2026.

Link Key Tasks and Priorities for Improvement to the Financial Budgets

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
Budget Implications				
Business Rate Review	RBCS2023_01	20,000	20,000	20,000
Email Connect*	RBCS2225_02	0	0	0
Single Person Discount Review	RBCS2528_02	0	5,000	0
Efficiencies Generated				
Evaluate and implement OpenChannel*	RBCS2124_01	TBC	TBC	TBC
New business/increased income				
Business Rate Review	RBCS2023_01	0	70,000	50,000
Single Person Discount Review	RBCS2528_02	0	25,000	0
Review of Council Tax Exemptions	RBCS2528_03	80,000	80,000	80,000
Net Change in Revenue Budgets		*Note	*Note	*Note

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

This page is intentionally left blank

ICT and Business Transformation Business Plan 2026-2029Introduction

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)
- 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 (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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
System Availability (ITLocal_01)	99.20%	99.77%	99.67%	99.5%	99.5%	99.5%	ICT Manager
Virus Protection / Cyber Security (ITLocal_05)	100%	100%	100%	100%	100%	100%	ICT Manager

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 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	Not yet available	Not yet available	100%	98%	98%	98%	ICT Manager

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Capital Projects in the annual BBSi Programme Completed in the current year (ITLocal_04)	83.2%	81.0%	80.0%	100%	100%	100%	Assistant Director 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.
Freedom of Information requests replied to within 20 working days (LALocal_12)	96.8%	100%	100%	85%	85%	85%	Assistant Director 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%	Assistant Director Corporate Services

Key Tasks and Priorities for Improvement 2026/27 – 2028/29 Including Commercial Activities

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Digital Strategy Implementation Implementation of the technology and processes required to provide digital services our customers choose as their preferred channel IT262_01	Enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency. <ul style="list-style-type: none"> • Implementation of digital forms and automatic workflows • Investigate mobile technology solution • Continue delivery of the appropriate technology to support agile working 	Digital Strategy / Access Strategy with reporting tools implemented	Executive Director Assistant Director Corporate Services	Leveraging further benefits from the Microsoft Teams platform to reduce business mileage and enhance customer service experience. Integrate voice services and contact centre elements to enable employees to service / meet customer needs from any location. Estimated Costs - Business case and report will be required to obtain capital funding in the following years: 2026/27 £68,000 2027/28 £40,000 2028/29 £40,000

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
ICT Security Compliance: PCI-DSS and Government Connect - Maintain compliance with latest Security standards and support annual assessments IT2526_02	Compliance with latest Government and Payment Card Industry security standards. Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly. Actively be involved in new Cyber Assessment Framework (CAF) security standard	ICT security solutions are researched/ implemented. Shared learning re cyber incidents	Assistant Director Corporate Services	Continued compliance with industry standard best practice implementation of security systems and end user equipment to ensure the Council's systems remain appropriately protected whilst maintaining ability to continuously adapt to support new Agile Working methods and technologies
Replacement and Development: Laptops and mobile devices IT2526_03	Replacement and enhancement of current equipment to support future business growth and reliable delivery of Council services	Learning from partner sites will inform approach Tender process required as part of procurement exercise	Assistant Director Corporate Services	Improved performance of Council systems, improved reliability, improved management, scaled to support business growth and service improvements throughout the Council Estimated costs: 2026/27 £120,000 2027/28 £50,000 2028/29 £50,000

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Multi-Functional Print Device: Review print usage, and replace existing equipment IT2627_01	Reduce reliance on paper with paper lite initiatives Reduction in the number of procured MFD's Removal of small print devices	Learning from partner sites will inform approach Tender process required as part of procurement exercise	Assistant Director Corporate Services	Reduced printing costs for the Council. Improved performance from upgraded printers, bringing efficiencies to employees
New Ways of Working/ Mobile/ Agile Working: Council continues work to ensure agile working approaches continue to be fit for purpose IT2526_04	Review NWOW implementation across the Council to ensure arrangements are appropriate and applicable for Business needs	Learning from other Local Authority sites will inform the Council's approach	Assistant Director Corporate Services	Enable employees to work more efficiently, helping to improve service delivery. Reducing travel/mileage claims and reducing Council's carbon footprint.

The shaded rows in the table indicate potential positive carbon reduction impacts, aligned with the Climate Change and Green Futures Strategy.

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	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
Budget Implications				
Digital Strategy Implementation	IT262_01	£68,000	£40,000	£40,000
Replacement and Development - Laptops and mobile devices	IT2526_03	£120,000	£50,000	£50,000
Efficiencies Generated				
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.

The shaded rows in the table indicate potential positive carbon reduction impacts, aligned with the Climate Change and Green Futures Strategy.

This page is intentionally left blank

Appendix 2a

Financial Estimates 2026/27 – 2028/29
--

Resources – Revenue Budgets

Classification	Revised Estimate 2025/26 £	Base Budget 2026/27 £
Employees	6,237,050	6,501,650
Premises	354,350	302,750
Transport	20,300	26,450
Supplies and Services	3,115,050	3,384,850
Transfer Payments	11,307,150	9,629,800
Third Party Payments	109,250	97,500
Corporate Recharges	(2,426,650)	(2,675,700)
Capital Charges	4,697,050	5,770,750
Income	(9,269,200)	(9,426,750)
Income Benefits	(11,044,850)	(9,406,900)
TOTAL	3,099,500	4,204,400

The budget increase for net expenditure in 2025/26 between the original budget and revised estimate is a consequence of the following items:

Resources and Support Services	Change (£)
Add: Budget amendments approved by Cabinet on 3 September 2024 (Temporary C-Cities Project Officer from July 2025)	21
Less: Proposed budget adjustments on salary savings efficiencies from £750k to £1m.	(250)
Less: Budget amendments approved by Cabinet on 26 June 2025 (Senior Officer Pay Review – Net deletion of Head of Administrative Services post).	(6)
Add: Budget amendments approved by GMT (ICT Services restructure) partially funded by other establishment changes	46

Resources and Support Services	Change (£)
Add: Budget amendments approved by Council 9 September 2025 (Consultancy support for appointment of a new Chief Executive)	40
Less: Budget amendments approved by Cabinet on 4 November 2025 (net increase to Civic Affairs/Events budget for provision of additional Freeman and Alderman Ceremony)	(6)
Less: Net movement in revenue developments with allocations from Revenue Contingency (Local Resilience Forum, Chilwell Quarry Tree Management, Domestic Homicide Reviews, Returning Officer Training) with earlier developments (Beeston Town Centre Study) falling out of base budget	(12)
Add: Treasury Management – Interest on Loans/Borrowing	327
Add: Treasury Management – Interest on Investments	(309)
Other budget changes across Resources and Support Services	(10)
Revenue Budget decrease in 2025/26	(159)

The changes in the 2026/27 base budget for total net expenditure when compared with the 2025/26 revised estimate is primarily a consequence of the following items:

Resources and Support Services - Service Area	Change (£)
Employees – An increase in the salaries budget due to an assumed 3% pay award in 2026/27 which is partially offset by decrease in the level of Employer's Pension Fund Contributions. The vacancy rate target has been reduced from £1.0m back to £800k (a £50k uplift on the original estimate 2025/26).	265
Premises – An overall reduction in premises costs due to a fall in energy costs in this portfolio area.	(52)
Transport – Minor net changes.	6
Supplies and Services – A net increase in budgeted costs is due to an increase in the cost of telephones (£97k); audit fees (£92k); software maintenance (£52k); postage (£35k) and Legal Counsel fees (£25k). These increases have been partially offset by a saving of £80k on insurance premiums.	270
Transfer Payments – This budget relates to Rent Allowances and, Rent Rebates. This cost is largely offset by government subsidy. The 2026/27 base budget estimate for transfer payments is based on 15% reduction on the 2025/26 revised budget.	(1,677)

Resources and Support Services - Service Area	Change (£)
Third Party Payments – A reduction on Corporate Communications and Ground Maintenance recharges relating to public buildings.	(12)
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.	(249)
Capital Charges – There has been a significant uplift in borrowing interest 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. There is also an increase in the reversal of depreciation.	1,074
<p>Income – The increase in net income between the 2025/26 revised and 2026/27 base budgets is primarily due to:</p> <ul style="list-style-type: none"> • An increase in the external borrowing interest recharged to the HRA due to the borrowing related to the HRA Capital Programme. This charge is based upon the proportion of debt financed capital schemes related to the HRA, and the proportion related to the General Fund (£305k). • An increase in recharges to the HRA based on a review of the recharge base (£390k). <p>The above increases on income are partially netted off by:</p> <ul style="list-style-type: none"> • Forecast investment interest being reduced by £350k, with the forecast taking into account expected cash flows and prevailing interest rate forecast 2026/27. • A reduction on recharges to capital based on the proposed 2026/7 capital programme (£68k). • Cessation of grant funding towards the increased employers National Insurance Contributions (£111k). 	(158)
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.	1,638
Revenue Budget increase in 2026/27	1,105

This page is intentionally left blank

Appendix 2b

Resources Capital Programme

No.	Scheme	Estimated Total Cost £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £	Comments (also see narrative further below)
1	ICT Technical Infrastructure Architecture	153,000	53,000	50,000	50,000	Prudential borrowing
2	ICT Replacement and Development	260,000	120,000	90,000	50,000	Prudential borrowing
3	ICT E-Facilities (Digital by Design)	145,000	65,000	40,000	40,000	Prudential borrowing
4	Council Offices, Beeston – External Works	75,000	75,000	-	-	Prudential borrowing
5	Contingency	300,000	100,000	100,000	100,000	Prudential borrowing
	TOTAL	933,000	413,000	280,000	240,000	

Resources Capital Programme 2026/27

1. ICT Technical Infrastructure Architecture (£53,000)

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. This increases the potential risk if an equipment failure occurs, or the Council's security is compromised.

2. ICT Replacement and Development (£120,000)

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

3. ICT E-Facilities (Digital by Design) (£65,000)

This project includes the major themes of digital engagement and development including website and mobile technologies development:

- Continued investment of the Council's website and content management system with an open-source solution
- Continued investment of the Council's mobile technologies
- Exploiting the Council's data.

The former continues to drive and enhance the Council's web-presence including improved transactional capability. The open-source solution will reduce revenue costs. Additional specific business cases will be developed as part of the continued process to achieve efficiencies and cost savings. While costings are estimated at this stage, experience shows that investment at this level is required.

4. Council Offices Beeston – External Works (£75,000)

The budget will assist in works required at the Council Offices in Beeston, which will include scaffolding, repairing and upgrading rainwater goods, replacing fascias with UPVC fascias, inspection and repair of roof tiles and removal of rubbish from site. These upgrades and replacements will reduce future maintenance costs.

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

	Current 2025/26 £	Proposed 2026/27 £
Land Charges Search/Standard Enquiries *	113.00	117.00
Additional enquiries (standard)	16.50	17.00
Additional enquiries (other)	23.54	24.44
Additional parcels	18.85	19.50

* The proposed figure for 2026/27 includes £28.02 payable to Nottinghamshire County Council in respect of questions answered by the County Council. Since April 2017 VAT has been payable on CON29 information.

2. Summons Charges

In line with many other Nottinghamshire and Lincolnshire authorities, the Council levies a charge of £80 for a summons with no cost added for the liability order.

3. Use of Council Accommodation

	Current 2025/26 £	Proposed 2026/27 £
Council Chamber		
Weekdays per hour (up to 5pm)	50.00	52.00
Weekdays per hour (after 5pm)	55.00	57.00
Saturday/Sunday per hour	n/a	n/a
Daily Rate Weekdays Only (up to 5pm)	150.00	155.00
Half Day Rate Weekdays Only	75.00	78.00
Reception Meeting Room		
Half Day Rate Weekdays Only	15.00	15.50

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.

This page is intentionally left blank

Report of the Leader of the Council

Cabinet Work Programme

1. Purpose of Report

Cabinet is asked to approve its Work Programme, including potential key decisions that will help to achieve the Council's key priorities and associated objectives.

2. Recommendation

Cabinet is asked to RESOLVE that the Work Programme, including key decisions, be approved.

3. Detail

The Work Programme for future meetings is set out below. Key decisions and exempt items are marked with *.

3 February 2026	<ul style="list-style-type: none"> • Budget Proposals and Associated Strategies • Pay Policy • Irrecoverable Arrears* • Broxtowe Design Code Householder Development* • Blue Infrastructure Audit • HMO Article 4* • Bramcote Quarry Open Space • Allocation of Section 106 Funds • Blue Infrastructure Audit • Environmental Enforcement • Capital Programme 2025/26 – Capital Budget Variations
10 March 2026	<ul style="list-style-type: none"> • Grants to Voluntary and Community organisations • Complaints Report Q3 • Complaints Assessment Report • Hate Crime Pledge • Substance Misuse Strategy • Electric Vehicle Infrastructure Strategy* • University of Nottingham Retrofit and Decarbonisation Roadmap*

4. Key Decisions

This is not key decision.

5. Financial Implications

There are no additional financial implications.

6. Legal Implications

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

7. Human Resources Implications

There are HR implications purely from the point of view of clarifying roles and responsibilities of Council Officers and responsibilities of partner agencies.

8. Union Comments

Not applicable.

9. Climate Change Implications

Not applicable.

10. Data Protection Compliance Implications

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

11. Equality Impact Assessment

There are no Equality Impact Assessment issues.

12. Background Papers

Nil.

Report of the Monitoring Officer

Scrutiny Work Programme

1. Purpose of report

The purpose of this report is to make Members aware of matters proposed for and undergoing scrutiny. This is in accordance with all 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 **Appendix 1**.

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:

26 March 2026	<i>to be confirmed</i>
19 June 2026	<ul style="list-style-type: none"> • Equality, Diversity & Inclusion in Council parks • Equality, Diversity & Inclusion at the D.H. Lawrence Birthplace Museum
24 September 2026	<i>to be confirmed</i>
19 November 2026	<i>to be confirmed</i>

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.

Appendix 1

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.

2. Update items

	Title	Length	Expected date	Link to corporate priority
1.	Markets	Six-month update	November 2025	Invest in our towns and our people

This page is intentionally left blank