



Wednesday, 22 September 2021

Dear Sir/Madam

A meeting of the Policy and Performance Committee will be held on Thursday, 30 September 2021 in the Council Chamber, Council Offices, Foster Avenue, Beeston NG9 1AB, commencing at 7.00 pm.

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

Yours faithfully

Chief Executive

To Councillors: M Radulovic MBE (Chair)
S J Carr (Vice-Chair)
S A Bagshaw
M J Crow
S Easom
T Hallam
M Hannah

R I Jackson
E Kerry
G Marshall
P J Owen
P D Simpson
E Williamson

A G E N D A

1. APOLOGIES

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

2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES

(Pages 5 - 8)

The Committee is asked to confirm as a correct record the minutes of the meeting held on 1 July 2021.

4. CORPORATE DEBT POLICY (Pages 9 - 32)

To request approval to implement the updated Corporate Debt Policy, as set out in the appendix.
5. BEESTON TOWN CENTRE REDEVELOPMENT (Pages 33 - 34)

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

A verbal update will be provided at the meeting.
7. UPDATE ON AGREEMENTS FOR A NEW PARK BISTRO AT LONG LANE ATTENBOROUGH (Pages 35 - 36)

To update the Committee on the progress of agreements for the conversion of the Attenborough Colts FC's changing / storage rooms into a small Bistro, with the provision of a new changing rooms facility for the Colts FC.
8. REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE (Pages 37 - 54)

To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.
9. WORK PROGRAMME (Pages 55 - 56)

To consider items for inclusion in the Work Programme for future meetings.
10. EXCLUSION OF PUBLIC AND PRESS

The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of the Act.

11. CHILWELL QUARRY (Pages 57 - 64)
12. LAND SALE ADJACENT TO THE CREMATORIUM SITE (Pages 65 - 68)
13. HOUSING DELIVERY PLAN-LAND PURCHASE OPPORTUNITY (Pages 69 - 88)

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POLICY AND PERFORMANCE COMMITTEE

THURSDAY, 1 JULY 2021

Present: Councillor M Radulovic MBE, Chair

Councillors: T A Cullen (substitute)
S Easom
L Fletcher (substitute)
D Grindell (substitute)
T Hallam
R I Jackson
E Kerry
S Paterson (substitute)
P J Owen
P D Simpson
H E Skinner (substitute)
E Williamson

Apologies for absence were received from Councillors S J Carr, S A Bagshaw, M J Crow, M Hannah and G Marshall.

1 DECLARATIONS OF INTEREST

Councillors S Easom and D Grindell declared a non-pecuniary interest in agenda item 7 due to being boards members of Liberty Leisure. Minute number 7 refers.

2 MINUTES

The minutes of the meeting held on 24 March 2021 were approved as a correct record.

3 REFERENCE

3.1 ENVIRONMENT AND CLIMATE CHANGE COMMITTEE

The Committee consider the granting of a lease to Phoenix Inham Football Club.

RESOLVED that the Council, subject to agreeing Heads of Terms with Phoenix Inham Football Club, grant a 10-year lease, for the pavilion at Inham Nook Recreation Ground to Phoenix Inham Football Club. The granting of the lease will be subject to the following;

1. Confirmation of the legal structure of the football club and Phoenix Inham Community Foundation.

2. A clause in the Heads of Terms prohibiting the Pavillion, the Phoenix Inham Football Club and the Phoenix Inham Community Foundation from endorsing, promoting and advertising a political party, the candidates of a political party or the policies of a political party.

3. A protocol to ensure that the financial viability of the Phoenix Inham Football Club and the Inham Phoenix Community Foundation does not put the finances of the Council at risk. The Heads of Terms should be approved by the leaders of the Labour, Conservative and Liberal Democrat Groups before the lease is granted.

4 REVISION OF THE HEALTH AND SAFETY POLICY

Members considered the revisions to the Council's Health and Safety Policy. The Health and Safety Policy Statement specifies the binding commitment of the Council in that health and safety will rank as a prominent and permanent feature of all activities conducted.

RESOLVED that the revised Health and Safety policy be approved.

5 CORPORATE PLAN OUTCOMES YEAR 1 (2021/21) AND TARGETS FOR YEAR 2 (2021/22)

The Committee noted the summary of progress made in achieving the corporate plan vision in the last year and the targets for the current year.

RESOLVED that the outcome targets set out in appendix 2 be approved.

6 LEISURE FACILITIES STRATEGY - UPDATE ON PROGRESS

Members considered progress with the Leisure Facilities Strategy and the latest position on the Bramcote site options, the options for a leisure centre in the north of the Borough, and the latest position with negotiations with EMET regarding Kimberley School joint use agreement.

RESOLVED that;

1. (a) commencement of further work (pre planning, financial modelling, project plan) on the 'new build on the current site' option at Bramcote

(b) recommissioning work on the potential leisure facilities in the north of the Borough.

(c) the establishment of a client side leisure capacity.

(d) the delegation of the negotiations of any post April 2022 Kimberley school joint use agreement with EMET to the Deputy Chief Executive, and that the final agreement is submitted to Committee for final approval.

(e) the Monitoring officer reviews the governance arrangements at Liberty Leisure limited and reports back suggested improvements to the Governance, Audit and Standards Committee.

2. The Committee RECOMMENDS the Finance and Resources Committee approves expenditure of £30,000 to complete the recommissioning work in the north of the Borough and £30,000 to establish the client side leisure capacity be approved.

7 BUSINESS AND FINANCIAL PLANS - OUTTURN 2020/21

The Committee noted the progress against the Business Plans in respect of the Council's priority areas and key support functions and considered the significant variances in the financial outturn against revised budgets for 2020/21.

8 COVID-19 UPDATE

The Committee received an update on the Council's response to the COVID-19 pandemic and the implementation of the Council's recovery strategy.

9 BEESTON TOWN CENTRE UPDATE

Members were update on progress made on The Square Phase 2 in Beeston. A feasibility study was being undertaken to consider re-modelling and refreshing the Argos block to bring it in line with phases I and II. It was note that any interest from potential tenants that cannot be satisfied in the new development could be directed to this "Phase III".

RESOLVED to continue to delegate to the Deputy Chief Executive all key approvals, in consultation with the cross-party Project Board, and subject to the overall project cost remaining within the financial limits already set or subsequently changed by the Finance and Resources Committee and/or Full Council as appropriate.

10 WORK PROGRAMME

The Committee consider the Work Programme.

RESOLVED that the Work Programme be approved.

11 EXCLUSION OF PUBLIC AND PRESS

RESOLVED that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, and 3 of Schedule 12A of the Act.

12 BEESTON TOWN CENTRE REDEVELOPMENT - APPENDIX

The Committee noted the confidential appendix.

Report of the Deputy Chief Executive

CORPORATE DEBT POLICY

1. Purpose of report

To request approval to implement the updated Corporate Debt Policy, as set out in appendix 1.

2. Background

The Council is required to collect debts across several different departments. These debts can be in relation to a variety of services ranging from Industrial Units through to Housing Benefit Overpayments.

It is important that the debts are managed and recovered in a consistent manner to ensure fairness and equality for those required to pay the Council for services. This updated Corporate Debt Policy is a continuation of the previous policy.

The most notable change to the Corporate Debt Policy involves the level of involvement from the Council's Legal Services. Debts will now only be referred to Legal Services where all other recovery options have been exhausted and the cumulative debts are in excess of £1,200. At the point of referral to Legal Services will require all relevant documentation to be provided.

The proposed updated policy will be used by all relevant departments, other than where specifically specified.

The updated Corporate Debt Policy is in appendix 1 of the report. The Equality Impact assessment (EIA) is at appendix 2.

3. Financial implications

There are no direct financial implications of the implementation of the Corporate Debt Policy.

Recommendation

The Committee is asked to RESOLVE that the implementation of the updated Corporate Debt Policy be approved.

Background papers

Nil

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Policy: Corporate Debt Policy

Author:	Head of Revenues, Benefits and Customer Services
Division:	Deputy Chief Executive
Date:	September 2021
Review Date:	September 2023

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1 Scope

All service areas must follow this policy and associated procedure to ensure that the Council maximises the collection of unregulated debts and income by using a co-ordinated approach but having due regard to the customer's ability to pay. The purpose should be to maximise income to the Council.

2 Purpose

The purpose of this policy is to provide clear guidance for all Council Officers on the recording, reporting, recovery and monitoring of debt, excluding anything relating to the Council's Housing Revenue Account. The creation and recovery of Housing Revenue account debts are detailed on the Council's Housing Recharge Policy.

Some parts of debt recovery must adhere to relevant Legislation e.g. Council Tax and Business Rates, the overall principle of recovery should be efficient and effective recovery of debt owed.

3 Objective

The Council's Corporate Debt Policy has the following objective:

"In order to maximise income for the provision of services, Broxtowe Borough Council will collect all debt owing to it promptly, effectively and efficiently, while ensuring fair treatment to all debtors."

Outcome

The outcomes expected from this policy are to:

- Set out the general principles of debt management across services provided by Broxtowe Borough Council
- Ensure a consistent approach to the management of debts across the Council
- Set out provisions to assist customers to pay sums owed in a sustainable way
- Ensure individuals financial circumstances are considered on a case by case basis before enforcement proceedings are commenced.
- Enable signposting of debtors to debt advice as appropriate

4 Debts to which this policy applies

For the avoidance of doubt this policy document applies to all debts and income due to the Council including but not limited to:

- Council Tax
- National Non Domestic Rates (NNDR)
- Overpaid Housing Benefit
- Sundry Debts

5 Roles and Responsibilities

Deputy Chief Executive

The Deputy Chief Executive is the Council's Chief Financial Officer and has statutory responsibilities in relation to the council's financial affairs.

Head of Financial Services

The Head of Financial Services is responsible for regulating and controlling the finances of the Council and shall be responsible for the proper administration of the Council's financial affairs.

Heads of Service

Head of service are responsible for ensuring that invoices are raised and debt recovery commenced within the appropriate time frames. Where relevant, Heads of Service will be responsible for the appropriate reconciliation of payments received and those allocated against relevant debtors.

Responsibility of the relevant systems will be the responsibility of the relevant Head of Service.

Ensuring that Debts raised carry the appropriate VAT element if required.

6 General Principles

The general principles adopted in this policy are as follows:

- To ensure a professional, consistent and timely approach to debt recovery action across all of the Council's functions.
- To limit the circumstances in which credit is offered. To consider the customer's circumstances and ability to pay prior to granting any credit terms, and to only extend credit to those customers in a position to pay the debt in accordance with the Council's terms.
- If the customer's circumstances do not justify the granting of credit, payment in advance should be offered for the goods/services.
- For some debts, particularly those paid periodically, such as trade or garden waste, periodic rents, or licensing the preferred method of payment is by electronic means and where possible direct debit should be selected.
- To promote a coordinated approach towards sharing debtor information internally and managing multiple debts owed to the Council.
- To improve the speed of collection and the levels of income collected by the Council
- To ensure that debts are managed in accordance with legislative provisions and best practice.
- To consider the impact on the debtor of the consequences of any recovery options pursued, including their mental wellbeing and the proportionality of these.
- To try and protect customers from undue financial hardship by ensuring realistic payment arrangements are agreed upon.
- Where appropriate, to encourage the debtor to make contact with relevant organisations for debt management advice.
- To differentiate between the debtor who won't pay, and the debtor who can't pay, and take appropriate action in either case.

7 Delivering the policy

Delivering the policy involves a number of processes which are explained in more detail below:

- Raising of invoices
- Methods of Payment
- Refunds
- Collection and Recovery
- Social Inclusion – the ability to pay
- Bad Debt Provision
- Writing debts off

7.1 Raising Invoices

Before providing requested goods or services to a company, which amount to more than £25,000, for which payment will be invoiced officers must carry out a credit check and/or company search to establish the financial standing of the organisation and if concerns are raised a payment in advance should be sought.

When charging for goods and services provided the Council will make it as easy as possible for customers to pay by seeking to raise the invoice within 10 working days of delivering the service or goods or of the commencement of the period where service covers a period of time.

All invoices raised will have the council logo, contact details, details and period of debt and methods of payment. Online and debit card payment will be promoted. Where legislation requires additional information to be provided with the invoice/demand notice this will also be included.

All invoices will have a unique reference so that the customer is able to quote the appropriate document number/s to enable their account to be accessed and credited quickly and accurately.

The supporting documents relating to a demand/invoice must be made readily available to the Quality and Control Team as and when requested. Any failure to do this will result on the demand/invoice being credit noted. All documentation relating to a demand/invoice will be kept either in paper or scanned image format in accordance with the services policy which is to hold supporting documents in line with the data retention policy.

7.2 Methods of Payment

The Council will promote the use of Direct Debit as a preferred payment method, where this is possible. It will discourage the use of cash and cheque, by persuading customers to use more electronic methods of payment.

All Invoices will include Information on how and where payments can be made i.e. listing the various options we offer, for example: -

- Bank account details for bank transfers
- Card Payments
- Automated Payments
- Internet Payments

Customers may request an instalment arrangement for debts which will be considered by the Quality and Control Team. The instalment amount offered, frequency of the payments, will be based on an assessment of the likelihood of the customer meeting the arrangement. The emphasis will be put upon Direct Debit payments when agreeing such arrangements.

7.3 Collection and Recovery

Council Tax/Business rates

The collection and recovery of Council Tax and Business Rates is detailed in legislation and the process detailed below will follow the expectations of the law.

All annual bills will be issued before 1 April each year. A reminder will be sent if an instalment is missed. If part or full payment on a reminder is made but a subsequent payment is missed, one further reminder will be issued. If there is failure to make any payment after the reminder, no further reminder will be issued before recover action proceeds.

Reminders, final notices, summonses will be issued regularly and systematically on a monthly basis to conform to a process of monthly courts.

The Council will contact those who occupy newly constructed dwellings within 7 working days of notification of such a change, to offer the facility to make payments on account in advance of the Valuation Office Agency banding the property.

The Council will endeavour to update its records within a maximum of 7 working days of receiving information of a change in occupation, in order that a revised bill or refund may be issued.

The Council will encourage payments by direct debit, where this option exists, within one working day of a request being received. Notification of amounts and due dates will be given out 14 days in advance of the first instalment becoming due.

The Council will provide easy to follow forms and documentation which explain the legislation fully and concisely.

The Council will endeavour to ensure that all arrears cases referred to the Recovery Section are contacted within 14 calendar days of the arrears arising.

The Council will ensure that all legal applications and attendances at court are made and conducted in a legally correct and efficient manner and the resulting decisions are acted upon within 14 calendar days where appropriate.

Where the Council decides to deduct any arrears from earnings or Income Support/Job Seekers Allowance (income based) or Universal Credit a letter will be issued within 7 days.

A further 14 days will be given to make a satisfactory offer of payment. Where this is not done the Council will contact the relevant employer/Benefits Agency in order to make deductions.

The Council will ensure that their Enforcement Agents are monitored and close liaison is maintained throughout their contract to ensure that they operate in accordance with industry standards (Appendix 1).

Prior to Enforcement Agents being instructed to collect arrears, the Council will write to the debtor advising them.

Housing Benefit Overpayments

The collection of debt in respect of Housing Benefit Overpayments raised must follow a standard procedure, which fully documents the efforts made to settle the debt. The following principles apply to unregulated debt:

- Invoices raised in respect of Housing Benefit Overpayments are normally due for payment immediately although the maximum payment terms are 14 days unless otherwise agreed with the Deputy Chief Executive.
- If no payment is received within 14 days of the invoice date or agreed payment terms a final reminder letter will be issued.
- If no payment or offer is made, then further investigation will take place on the most appropriate method of recovery.

Sundry Debts

The collection of income in respect of invoices raised must follow a standard procedure, which fully documents the efforts made to settle the debt. The following principles apply to unregulated debt:

- Invoices raised in respect of services delivered are normally due for payment immediately although the maximum payment terms are 14 days unless otherwise agreed with the Deputy Chief Executive.
- If no payment is received within 14 days of the invoice date or agreed payment terms a final reminder letter will be issued
- If no payment is received within 7 days of the final reminder letter, a Notice of Court Proceedings (NCP) letter is issued
- If no payment is received after 7 days of the NCP letter being issued an Officer will then consider the next course of recovery action. This could be contacting the department that raised the invoice directly and asking them to contact the debtor to prompt payment, passing the debt to outside collection agency or passing the debt to Legal for recovery.

Where legislation permits, the Council will seek to levy and recover from the debtor all costs/fees that are legitimately due from the debtor to the Council or its agents. Only in exceptional circumstances, where it would not be in the public interest to pursue costs/fees will they be waived.

The Head of Revenues, Benefits and Customer Services will review the enforcement agencies to be used in respect of debt that remains unpaid after the NCP has been issued. This will include the ensuring that they follow the Enforcement Code of Practice.

Each debtor's cumulative debts will be taken into consideration when referring the debt for legal recovery. Where multiple debts are owed the Council will endeavour to consolidate those debts before taking recovery action. Only where a debt exceeds £1,200, or where a debtor consistently fails to make payments, and all other recovery options have been exhausted, will it be considered for a referral to Legal Services. Before referring to legal services evidence (eg photographs; correspondence etc) and a statement of truth from the instructing officer must be in place that will detail that this additional stage will improve the prospect of recovering the debt.

7.4 Refunds

Where refunds over £1,000 are required the officer responsible will access relevant financial systems in other areas of the Councils' Business to ascertain whether any debt is owed to the Council for any other goods or services provided, and take that indebtedness into account, before making any refund.

Likewise, when a debtor is also a supplier to the Council, the Council will seek to offset any overdue debts owed to the Council from the monies owed to the supplier. This will only be done with prior approval from the customer.

7.5 Social inclusion – the ability to pay

Ability to pay is a paramount concern when considering debt recovery.

An income and expenditure form will be used, where the debt is in excess of £500, to ensure that collection officers can ascertain a customer's total income and expenditure, and agree a consolidated affordable payment, which will clear all overdue sums in an appropriate period of time.

Where a Housing Benefit Overpayment debt will take in excess of 12 months to recover, the responsible officer can request an income and expenditure form be completed to ascertain whether the debt could be recovered sooner.

Employees will promote the services of qualified debt adviser's details in appendix 2

Where the Council is made aware that a debtor owes multiple debts to the Council and unless the debtor advises to the contrary, debts will be considered in a priority order, to avoid the customer losing their tenancy, or going to prison for non-payment as follows:

- Council Tax Arrears
- Rent arrears
- Business Rates
- Other

The Council will require such information to be provided by the debtor in order to prioritise debts.

7.6 Bad Debt Provision

The Head of Financial Services in conjunction with Service Managers must ensure there is adequate provision for Bad Debts, in accordance with CIPFA¹ Code of Practice on Local Authority Accounting in United Kingdom – A Statement of Recommended Practice.

Bad debts which are usually an amount owed by a debtor that is unlikely to be paid should be reviewed at least annually to establish if circumstances have changed and the debt is now recoverable. This is particularly relevant to debt incurred as a result of works carried out in default of statutory notices.

A separate bad debt provision is held for each service area so that any increase required in the provision will be charged to the service area concerned.

7.7 Writing Debts Off

All debts of the Council will be acted on in accordance with its Financial Rules. If the debt remains unpaid, after exhausting all appropriate recovery methods, the debt may be written off. All debts under £1,200 will be authorised by the Deputy Chief Executive. All debts of £1,200 or above will require relevant committee approval.

It would normally be expected that debts to be written off would consist of:

- All debts where a Debt Collection Agent advises they are unable to collect and all options are exhausted
- All debts where Legal Services advises the debts are irrecoverable or that legal action is unlikely to be cost effective.
- Absconded/Unable to Trace
- Bankruptcy of debtor
- Debtor is deceased and there are insufficient funds in the Estate to clear the outstanding charge
- The debt is uneconomical to collect meaning the cost of collection outweighs the value of the debt recovered
- Cumulative debts under £50, where no payment has been received within three months of sending the NCP letter.

Once appropriate authorisation has been received the debt will be removed from the relevant accounting system and charged against the appropriate bad debt provision.

¹ Chartered Institute of Public Finance and Accountancy

8 Related Policies, Procedures and Guidelines

This policy should be read in conjunction with:

- Broxtowe Borough Council's Housing Recharge Policy (Sundry Debts)
- The Council Tax (Administration and Enforcement) Regulations 1992
- Local Government Finance Act 1988 Corporate Debt Procedure
- Broxtowe Borough Council's Sundry Debt Recovery Procedure

Appendix 1**BROXTOWE BOROUGH COUNCIL
CODE OF PRACTICE FOR ENFORCEMENT AGENTS**

- 1) Enforcement agent firms and enforcement agents contracted by Broxtowe Borough Council to undertake specified tasks will be required to ensure that they, their employees, contractors and agents comply with the following Code of Practice at all times.
- 2) The enforcement agent firm will ensure that all employees, contractors and agents will at all times act within the scope of current legislation and ensure that all notices and other documentation left with or sent to the debtor are neither ambiguous nor misleading.
- 3) The enforcement agent firm will ensure that all enforcement agents, employees, contractors and agents have an appropriate knowledge and understanding of relevant legislation and powers. Where necessary, the enforcement agent firm will ensure that adequate training is available.
- 4) Enforcement agents and employees, contractors and agents of the enforcement agents firm will act in a responsible and courteous manner and will act in the interests of Broxtowe Borough Council at all times.
- 5) Representatives of the enforcement agents must be aware that they represent Broxtowe Borough Council in their dealings with debtors and should act accordingly at all times.
- 6) The enforcement agent firm will maintain an acceptable standard of dress among all employees, contractors and agents, consistent with the provision of a professional service.
- 7) All enforcement agents carrying out the lawful act of taking control of goods shall hold a current enforcement agent's certificate issued by the county court. The enforcement agent firm will ensure that the removal of goods is always directly supervised by a certificated enforcement agent.
- 8) Broxtowe Borough Council will appoint a supervising officer, who shall be a senior member of staff, to liaise with enforcement agents and the enforcement agents on all matters. The supervising officer and the principal of the enforcement agents shall be responsible for the operation of this Code of Practice and for resolving any complaints from debtors.
- 9) The enforcement agent firm must establish and maintain an internal complaints procedure overseen by a senior member of staff. Broxtowe Borough Council's supervising officer shall be responsible for ensuring that any complaints received from debtors or their authorised representatives by Broxtowe Borough Council are handled efficiently and promptly.

- 10) The enforcement agent firm will bring to the attention of the supervising officer cases which are felt to be inappropriate for taking control of goods action in accordance with this code of practice, and will seek further instructions before proceeding.
- 11) The enforcement agent and the enforcement agent firm will, on returning any un-executed liability orders, report the reason(s) why taking control of goods has not taken place, together with any other additional information that is relevant.
- 12) The enforcement agent and the enforcement agent firm shall ensure that all information coming into their possession during the performance of the contract is treated as strictly confidential and is not to be used for any purpose other than performance of the contract. All data will be handled in strict accordance with the Data Protection Act 1998.
- 13) The enforcement agent firm must ensure that its employees use the title 'enforcement agent' only in appropriate work (for instance, not when acting as debt collectors or tracing agents). Enforcement agents must not misrepresent their powers, qualifications, capacities, experience or abilities.
- 14) The enforcement agent firm must declare all associated interests of companies, firms, associations and groups to Broxtowe Borough Council.
- 15) The enforcement agent firm will answer all correspondence from debtors within 5 working days of such being received, wherever possible.
- 16) Copies of the Code of Practice must be freely available from the offices of both Broxtowe Borough Council and the enforcement agent firm. A copy of the code must be given to each person who complains, or enquires how to complain, to the enforcement agent, the enforcement agent firm or Broxtowe Borough Council.
- 17) Enforcement agents must carry their identity card and their authority to take control of goods at all times and show them to the debtor when attending to take control of goods.
- 18) Enforcement agents must whenever possible verify the amount outstanding, explain fully the opportunity for making payment and make it absolutely clear that immediate payments in full, by cash, will stop further action.
- 19) Enforcement agents are to have a basic understanding of benefit application processes and sufficient training to recognise potential benefit cases.
- 20) Enforcement agents are to fully explain the consequences of non-payment.
- 21) Enforcement agents are to make it clear, when appropriate, that only the goods of the person named in the Liability Order should be taken control of.

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- 22) Enforcement agents are only to call between the hours of 07.30am and 09.30pm Monday to Saturday except with the prior authorisation of the Council.
- 23) Where taking control of goods is to take place and those that are identified as exempt goods as prescribed in the Taking Control of Goods regulations, then those items may not be taken.
- 24) In all cases of alleged payment, the enforcement agent must contact or report back to Broxtowe Borough Council immediately.
- 25) Close liaison between Broxtowe Borough Council and the enforcement agent is of paramount importance throughout all operations. This is particularly important in cases of a sensitive nature or where hardship is apparent and in all such cases Broxtowe Borough Council must be apprised of the situation as soon as it becomes apparent. Sensitive cases include the following situations:
- A Pensioner
 - A disabled person
 - Long term sickness or serious illness
 - A recent bereavement
 - A single parent family
 - Pregnancy
 - The rate or charge payer does not understand English
 - Learning difficulties
 - Mental illness
 - Severe financial hardship
- 26) In the event of any uncertainty over a forwarding address Broxtowe Borough Council must be contacted immediately.
- 27) Notwithstanding the difficulties, Broxtowe Borough Council requires enforcement agents to make reasonable efforts to contact debtors personally. In all cases entry onto or into a property for the purpose of fulfilling the obligations under the contract between the Company and the Council, shall be undertaken without force or intimidation and in as amicable a manner as possible.
- 28) No constructive taking control of goods are to be attempted.
- 29) Where it is necessary to enter the property of a third party, access must only be achieved by express consent. When such access is denied the Liability Order must be returned to the office.
- 30) Enforcement agents are to comply strictly with the Broxtowe Borough Council guidelines regarding arrangements for "staged" payments by defaulters. If enforcement agents consider the debtor genuinely cannot pay in accordance with the said guidelines, then the Council is to be contacted for further/revised guidelines.
- 31) Advanced notice of visit schedules are to be supplied to Broxtowe Borough Council.
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Appendix 2

Debt Counselling and Advice

Council employees will give advice if requested on the payment outstanding debts but they do not provide a comprehensive debt counselling service.

Council employees will refer customers to the Council's benefit employees at the customer's request or where it appears that they may be entitled to housing benefit or council tax benefit.

Customers may want to get independent advice if the enforcement agents are involved or if they wish to discuss debts and general money advice.

For customers who want free, confidential and independent advice, they can contact one of the free advice agencies shown below:-

Citizens' Advice Bureau

Council Offices
Foster Avenue
Beeston
Nottingham
NG9 2PA
Tel: 08701 264027
Web: <http://www.citizensadvice.org.uk/>

Citizens' Advice Bureau

Wellington Place
Eastwood
Nottingham
NG16 3GB
Tel: 01773 760641
Tel: 01773 718065
Web: <http://www.citizensadvice.org.uk/>

Consumer Credit Counselling Service

Wade House
Merrion Centre
Leeds
LS2 8NG
Tel: 0800 138 1111
Web: <http://www.cccs.co.uk/Home.aspx>

Nottingham Credit Union

69 Maid Marian Way

Nottingham

NG1 6AJ

Tel: 0115 8283121

Email: info@nottinghamcu.co.uk

Web: <http://www.nottinghamcu.co.uk>

Nottinghamshire Welfare Rights Service

County Hall

West Bridgford

Nottingham

NG2 7QP.

Tel: 0115 977 4018

Minicom: 01623 845017

Email: welfare.rights@nottscc.gov.uk

<http://www3.nottinghamshire.gov.uk/caring/adultsocialcare/welfarebenefits/>

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APPENDIX 2**Equality Impact Assessment**

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

Public bodies are required in it to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
- foster good relations between people who share a protected characteristic and people who do not share it.

The public sector Equality Duty came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation.

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how they act as employers, how they develop, evaluate and review policies, how they

design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to advance equality of opportunity involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they considered the aims of the Equality Duty. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect

on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Deputy Chief Executive	Lead officer responsible for EIA	Head of Revenues, Benefits and Customer Services
Name of the policy or function to be assessed:		Corporate Debt Policy	
Names of the officers undertaking the assessment:		Philip Sudlow	
Is this a new or an existing policy or function?		Existing policy	
<p>1. What are the aims and objectives of the policy or function?</p> <p>In order to maximise income for the provision of services, Broxtowe Borough Council will collect all debt owing to it promptly, effectively and efficiently, while ensuring fair treatment to all debtors</p>			
<p>2. What outcomes do you want to achieve from the policy or function?</p> <p>Set out the general principles of debt management across services provided by Broxtowe Borough Council.</p> <p>Ensure a consistent approach to the management of debts across the Council.</p> <p>Set out provisions to assist customers to pay sums owed in a sustainable way.</p> <p>Ensure individuals financial circumstances are considered on a case by case basis before enforcement proceedings are commenced.</p> <p>Enable signposting of debtors to debt advice as appropriate.</p>			
<p>3. Who is intended to benefit from the policy or function?</p> <p>Staff will benefit from clear guidance in the policy</p> <p>Debtors to the Council will benefit as a result of a clear understanding on how the Council will recover any debts with consideration of any vulnerabilities they might have.</p> <p>The Council will benefit from improvements to the process which will increase the recovery of costs.</p>			

Directorate:	Deputy Chief Executive	Lead officer responsible for EIA	Head of Revenues, Benefits and Customer Services
4. Who are the main stakeholders in relation to the policy or function? The main stakeholders are staff and debtors to the Council.			
5. What baseline quantitative data do you have about the policy or function relating to the different equality strands? The monitoring of Sundry Debts does not include any monitoring regarding the different equality strands.			
6. What baseline qualitative data do you have about the policy or function relating to the different equality strands? The monitoring of Sundry Debts does not include any monitoring regarding the different equality strands.			
7. What has stakeholder consultation, if carried out, revealed about the nature of the impact? Consultation has not been carried out. The Policy formalises and improves the practices that are already in place.			
8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:			
<input type="checkbox"/> Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified? The Policy does not exclude a particular equality group.			
<input type="checkbox"/> Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified? The Policy will be implemented by employees who will ensure that it is equally and fairly applied.			

□ Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function?

The Policy will be implemented by employees who will ensure that it is equally and fairly applied.

□ Could the policy or function promote or contribute to equality and good relations between different groups? If so, how?

The policy will have no impact on good relations between different groups.

□ What further evidence is needed to understand the impact on equality?

The Corporate Debt Policy will be monitored to ensure that there is no negative impact on equality.

9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?

Age: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Disability: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Gender: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Gender Reassignment: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Marriage and Civil Partnership: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Pregnancy and Maternity: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Race: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Religion and Belief: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Sexual Orientation: It is not anticipated that the Council would need to take any further action in order to enable access for these groups.

Head of Revenues, Benefits and Customer Services

I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.

Signature: 

Report of the Deputy Chief Executive

BEESTON TOWN CENTRE REDEVELOPMENT

1. Purpose of report

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

2. Background

The Council agreed to directly develop a cinema and food and beverage complex at the northern end of the site, with 132 flats to the south (now sold to a third party to build out), linked by public realm. The Deputy Chief Executive has delegated authority for all aspects of the project within the budget approved by Policy and Performance Committee on 3 July 2019, endorsed by the Full Council of 17 July 2019 and amended by Finance and Resources Committee on 11 February 2021.

3. Key Updates

- Lettings have been agreed for units 2, 3 and 6 as previously reported – all of which expect to be trading by the end of January 2022. This is a little later than hoped for, due to tenants focussing on re-building their existing businesses following COVID-19 restrictions and shortages of key materials across the construction industry.
- Leases for Units 2, 3 and 6 are in the final stages of agreement and a verbal update on the latest position will be given on the evening.
- On 27 July the cross-party project board received a presentation of options for refreshing and re-modelling the Argos block that is now vacant apart from a small first floor office. This is intended to restore the Council's income by providing units to satisfy current market trends and the strong interest in Beeston on the back of the subject new development. The board instructed the team to develop preferred options ready for a planning application and to prepare pre-tender costs.
- The updated plans will be considered at the September project board and, if acceptable, an application will be made to the Finance & Resources Committee on 7 October for a capital budget of approximately £500,000 to undertake the works. If this budget is approved, the works will be let as a separate project tendered in accordance with the Council's procurement policy.

4. Financial implications

The shell contract has been delivered on budget and the overall scheme remains on target to be self-financing despite the impact of COVID-19 on rental values and the degree of support incoming tenants are requiring from their landlords to fitting-out bare premises.

Recommendations

The Committee is asked to:

- 1. NOTE the report and any further verbal updates provided.**
- 2. RESOLVE to continue to delegate to the Deputy Chief Executive all key approvals, in consultation with the cross-party Project Board, and subject to the overall project cost remaining within the financial limits already set or subsequently changed by the Finance and Resources Committee and/or Full Council as appropriate.**

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Report of the Deputy Chief Executive

UPDATE ON AGREEMENTS FOR A NEW PARK BISTRO AT LONG LANE, ATTENBOROUGH

1. Purpose of report

To update the Policy Committee on the progress of agreements for the conversion of the Attenborough Colts FC's changing / storage rooms into a small Bistro, with the provision of a new changing rooms facility for the Colts FC.

2. Detail

In brief, the project will:

- refurbish a Council building at no cost to the Council as costs will be paid for, by the new tenant.
- provide an annual rent of £6,000 per year under a 10 year lease agreement.
- provide a new changing facility for the Attenborough Colts FC team.
- reduce the repair and maintenance burden upon the Council.

At the Policy and Performance Committee on 24 March 2021, it was agreed to support the project in principle, subject to approval from the Planning, Legal and Estate Teams.

Recommendation

The Committee is asked to NOTE the report

Background Papers:

Nil

APPENDIXPlanning Committee

The application was brought before the Planning Committee on July 7 2021,

Queries had been raised previously about a potential increase in parking due to the operation of the Bistro. The Committee noted that the car park was outside of the boundary of the proposed development and therefore, beyond the control of the applicant to increase parking spaces.

Planning permission was granted subject to the following conditions:

- Development had to begin within three years, as per S91 of the Town and Country Planning Act 1990 as amended by S51 of the Planning and Compulsory Purchase Act 2004.
- The development matches drawing number 3519/01B; received by the Local Planning Authority on 25 May 2021.
- The premises shall not be used except between 08.00 and 20.00 Monday to Sunday, to protect nearby residents from excessive operational noise.
- No amplified speech or music shall be operated on the outside area of the café hereby approved at any time, to protect nearby residents from excessive operational noise.

Estates & Legal

The teams are currently drawing up a ten-year lease for the Park Bistro which will lead to a rental income of £6,000 pa. The tenant will be responsible for business rates, insurance and utilities costs. Due to the amount of repairs needed to the building, the tenant will also be granted a three month rent free period.

The tenant will carry out the following work to the building:

- Repair/replace the existing roof
- Remodel the current interior of the building, including electrical works
- Fit a new, all electric kitchen facility.
- Install new flooring throughout – either tile or laminate style
- Install a new secure side door plus a new Bifold door to the rear of the property
- Install one toilet with an external door which will enable it to be used by the Attenborough Colts Football Club
- Widen the additional toilet for use as a unisex and disabled facility with baby changing facilities.
- Provide a new seating area outdoors of decking with a depth of 3 meters
- Install new interior and external lighting plus a security system, with internal and external CCTV

The lease will also incorporate the conditions required by the Planning Committee and is expected to be finalised by mid September, when refurbishment work can commence.

Joint report of the Chief Executive, Deputy Chief Executive and Executive Director

REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE

1. Purpose of Report

To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.

2. Background

The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by Committees each year.

3. Performance Management

As part of the Council's performance management framework and to meet the commitment to closely align financial and performance management, the Business Plans for the priority areas are considered alongside detailed revenue budget estimates, capital programme and other financial information.

Committees receive regular reports during the year which review progress against their respective Business Plans, including a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide Members with an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators (CSI), identified as a means by which outcomes relating to corporate priorities and objectives can be measured. This summary is detailed in appendix 1.

4. Financial Performance

A summary of the financial position as at 31 July 2021 with regard to the employee budgets, major income headings and progress against achieving the savings targets set as part of the budget is included in appendix 2. A summary of the capital expenditure position to 31 July 2021 is also included.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Corporate Plan priorities and with regard to the financial position for 2021/22.

Background papers - Nil

APPENDIX 1

PERFORMANCE MANAGEMENT**1. Background – Corporate Plan**

The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. It sets out the Council's priorities to achieve its vision to make "A Greener, Safer and Healthier Broxtowe where everyone prospers." Over this period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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

2. Business Plans

A series of Business Plans linked to the five corporate priority areas were approved by the Committees at meetings held in January and February 2021.

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.

3. Performance Management

As part of the Council's performance management framework, the Policy and Performance Committee receives a high level report of progress against Corporate Plan priorities on a quarterly basis. The report provides a summary of the progress made to date towards achieving the corporate priorities and objectives. It also provides the latest data relating to Critical Success Indicators (CSI), which have been identified as a means by which outcomes relating to corporate priorities and objectives can be measured.

Further operational performance data, such as Key Performance Indicators (KPI) and Management Performance Indicators (MPI) are monitored by the respective Committee and/or senior management as appropriate. Similarly, the Business Plans for the support service areas are not considered here at this stage.

Each of the five priorities is considered separately below:

1. HOUSING

The Council's priority for Housing is "**A good quality home for everyone**". Its objectives are to:

- *Build more houses, more quickly on under used or derelict land*

A building contract for five units of accommodation for veterans at Oakfield Road Stapleford has been awarded. A local lettings policy will enable the giving of housing priority to this group.

The housing delivery test applied to all authorities shows that Broxtowe has not achieved its house building delivery target. Whilst the Council is granting more permissions than ever, the dwellings are not being built quickly enough.

Planning permission was granted recently for 115 units of accommodation at Brinsley in accordance with a Local Plan Part 2 allocation.

- *Invest to ensure our homes are safe and more energy efficient*

Funds have become available through the local authority delivery (phase 2) Green Homes Grant (£724,850) to improve energy efficiency. The timeframe is tight with all works having to be completed by 31 December 2021. A scheme to use the funding to upgrade dwellings in the Council stock has been prepared.

The scheme which we are looking to implement involves installing external wall insulation to 23 blocks of flats, some electric central heating upgrades and some external wall insulation to a number of houses with solid walls.

- *Prevent homelessness and help people to be financially secure and independent*

The Finance and Resources Committee has agreed to enter into a contract with Allpay to enable residents to pay rent and council tax in cash at payment facilities throughout the Borough (46 sites in Beeston, 30 in Stapleford, 34 in Eastwood and 33 in Kimberley). This will give more choice and convenience to residents.

Critical Success Indicators for Housing

Indicator Description	Actual 2020/21	Q1 2021/22	Target 2021/22	Comments (incl. benchmarking)
HSTOP10_01 Overall Satisfaction	80.04%	91.96%	90%	During Q1, 203 surveys were completed via post and online. These consisted of 159 for repairs; 21 for modernisations; 20 for income; 2 for Right to Buy ; and 1 for allocations
HSTOP10_02 Gas Safety	99.18%	100%	100%	Compliance was maintained during Q1. Non-access rates have started to increase as Covid restrictions are released and more tenants are attending their place of work.

Indicator Description	Actual 2020/21	Q1 2021/22	Target 2021/22	Comments (incl. benchmarking)
HSLocal_42 Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted	New 2021/22	76%	70%	During Q1, the team intervened or prevented an average of 76% of cases. This comprises of 82% in April; 79% in May and 67% in June.
BV66a Rent Collection: Rent collected as a proportion of the rent owed	102.8%	94.6%	99.0%	<p>The Council has seen a decrease in rent arrears which has resulted in a higher collection rate.</p> <p>The team have worked extremely hard in achieving high level of completions on RentSense and are working towards a first call resolution message to ensure engagement is not missed. Work is now focussed on targeting those that are not engaging and may need a visit or some financial inclusion support. Other services provided by the Financial Inclusion Officers can be promoted through engagement.</p> <p>The team is now prioritising the former tenant arrears so that we can continue to see an overall team arrears reduction.</p> <p>Housing Services continue to liaise with the DWP and CAB to offer residents welfare reform support. Changes coming into effect from September 2021 have been discussed with the team as there may be an increase in universal credit cases due to the Furlough Scheme scheduled to end.</p>

Data for the following PIs is collected annually and at this stage no information is available.

- **HSLocal_39** Number of New Council houses built or acquired
- **NI 154 Net** Additional Home provided

2. **BUSINESS GROWTH**

The Council's priority for Business Growth is '**Invest in our towns and our people**'. Its objectives are to:

- *Complete the redevelopment of Beeston Town Centre*

The Arc Cinema opened to the public on 28 May 2021. This new asset for Beeston Town Centre includes 700 luxury leather electric reclining seats, laser digital projection and Dolby Digital 7.1 surround sound in six of its eight screens. The remaining two screens will boast the new to market, giant Hypersense format which uses 4k laser projection and Dolby Atmos to convey the drama of every scene with maximum impact and precision.

A local resident was appointed as Manager of the Arc Cinema and has recruited a team of 20 passionate individuals with a hospitality background and a love of film to deliver an enjoyable leisure experience to the people of Beeston.

- Undertake town investment schemes in Eastwood, Kimberley and Stapleford

A new weekly market in Stapleford opened on 22 April 2021. It is open on Thursdays between 8am and 2pm at Walter Parker Memorial Square. A range of quality produce from traders is available including fresh fruit and vegetables to sweets and fudge, along with a butcher's van. The Council has worked hard to make sure that all of its markets are Covid secure and visitors can shop safely.

Working Groups have been set up for Eastwood and Kimberley to prepare bids to secure funding from the Levelling Up Fund. The groups include representatives from all tiers of government and the private sector. The groups are aiming to secure £20m of funding for each of the town centres.

- Support skills development, apprenticeships, training opportunities and wellbeing in our workforce

Meetings with health and voluntary sector partners are being held to discuss a project to make Durban House into a mental health centre. The emerging vision would provide social support, training and support to build skills to help people re-enter the workforce, provision of peer support, and wellbeing initiatives inside and outside. The idea is that the project could comprise a part of a Levelling Up bid for Eastwood.

Critical Success Indicators for Business Growth

Indicator Description	Actual 2020/21	August 2021	Target 2021/22	Comments (incl. benchmarking)
Town Centre occupancy:				National Occupancy Rate at July 2021 = 88.5%
• Beeston TCLocal_01a	91.5%	90.2%	90%	Decrease from August 2020 (93.6%)
• Kimberley TCLocal_01b	90.2%	90.2%	80%	Increase from August 2020 (88.5%)
• Eastwood TCLocal_01c	87.5%	88.3%	85%	Decrease from August 2020 (87.5%)
• Stapleford TCLocal_01d	89.2%	90.2%	85%	Increase from August 2020 (88.2%) Town Centre Occupancy is exceeding the 2021/22 targets.

3. **ENVIRONMENT**

The Council's priority for Environment is '**Protect the environment for the future**'. Its objectives are to:

- *Develop plans to reduce the Borough's carbon emissions to net zero*

A new Air Quality Action Plan has been agreed by the Environment and Climate Change Committee. The main air quality issue within the Borough is due to the main trunk roads, M1 and A52, being heavily used particularly by commuters, with residential properties situated alongside both roads. The main pollutants of concern are Nitrogen Dioxide (NO₂) and Particulate Matter (PM₁₀ and PM_{2.5}). PM₁₀ are particles that are 10 microns to 2.5 microns in size and PM_{2.5} are particles that are 2.5 microns or less.

The Council has 43 Nitrogen Dioxide diffusion tube monitoring sites throughout the Borough. The 2019 NO₂ results show that the pollution levels are below the National Air Quality Objective (NAQO) of 40µg/m³ for all of the monitoring locations throughout the Borough. Although the objectives are being met, it is very important to continue to make improvements as poor air quality is a public health concern. In respect of particulates, the modelled background level provided by Defra for the Borough of Broxtowe indicated levels between 8µg/m³ and 11µg/m³ for 2019, with the annual mean for 2019 being 9.73µg/m³. The World Health Organisation (WHO) guideline level for PM_{2.5} is 10µg/m³.

The Council's emissions from transport fuel account for 36% (831TCO₂e) of the total emissions. The management and reduction of fuel usage therefore plays an integral part of achieving net carbon zero by 2027. Progress has been made on leveraging the benefits of the current on-board vehicle monitoring system which is a recent upgrade to the Vehicle Tracking system contract at zero cost. This system is in place for all light commercial vehicles and enables the capture of driver behaviour whilst carrying out driving activities through the use of driver tags. The system identifies and records activities such as excessive speeding, harsh cornering, acceleration and braking. The data obtained over the next few months will allow a driver training program to be established in 2021/22.

An important aspect of climate change response is to reduce the flooding risk in the area. A detailed assessment was made of all the brooks in the Borough with a report to the Environment and Climate Change Committee in November 2020. Following this assessment, a letter was sent to all land owners with property adjacent to the brooks reminding them of their riparian responsibilities. Site visits to all of the six brooks with the Chair of the Environment and Climate Change Committee, the Executive Director and Officers from the Parks and Green Spaces team took place on 24 February 2021. This proved useful providing a direct assessment of the various issues relating to each brook. Meetings have been held on site with Nottinghamshire County Council as the lead local flood authority to assess site specific issues identified as part of the detailed site assessments.

Significant clearance work was undertaken on sections of the brook adjacent to Moorbridge Lane to help with water flow. This included cutting back vegetation, removal of obstructions and litter clearance.

The Environment team has been working with Nottinghamshire Wildlife Trust and volunteer groups to undertake wildlife assessments at various sites.

- *Invest in our parks and open spaces*

Following extensive work through spring, the fully refurbished play area on Dovecote Lane Recreation Ground in Beeston is now open. Thanks to a £73,440 grant from funding body FCC Communities Foundation and a contribution of £5,000 from United Living (the Council's Housing Construction Partner) together with the Council's own funds as part of the Broxtowe Borough Council "Pride in Parks" initiative, the park has benefitted from a £120,000 refurbishment. The funding has provided modern, exciting equipment, all set on a safer rubber surface making the area more accessible and available throughout the year.

The Friends of Beeston Station group have joined the Council's Clean and Green Scheme and taken on the responsibility for maintaining the landscaping in the new car park adjacent to the station. Working in partnership, the Council has for the last few years provided the friends with bedding plants for the planting beds and installed a new litter bin. In the Spring the group cleared a new bed at the back of the car park and sowed the area with a mix of annual flower seeds for bees and pollinating insects.

Stapleford Women's Institute, working in partnership with the Council and in support of Earth Day 2021, planted an oak tree in Stapleford as part of Nottingham Open Spaces Forum's People's Forest initiative. This initiative aims to encourage schools and community groups across the city and county to create a spiralling network of young trees linking back to the Major Oak at the heart of Sherwood Forest. The tree planted was only a small minor oak and was christened "George" to mark the planting on 23 April St George's Day. Members of the Stapleford WI are watering the tree over the summer as it aims to achieve the status of its parent tree in the future.

Western Power Distribution company provided a financial contribution to the Council to the value of £10,000 after permission was given to use Manor Farm Recreation Ground for cable installation works. The funding was used to improve the footpath surfacing on the adjacent Banks Road Open Space and to carry out some sensitive pruning to open up the routes and create a more welcoming feel to this popular site.

The Council took over maintenance of its first significant new area of green space for over 5 years at Halls Lane Giltbrook. This open space to the rear of Wessex Drive, is 0.7 hectares in size and links to the existing Smithurst Road Local Nature Reserve. It includes a series of stone surfaced paths, tree and shrub planting, meadow grassland and a drainage ditch. It provides links to two

bridleways and creates an opportunity to extend the bridleway network with a new route through the site.

- *Increase recycling and composting*

The garden waste service is again proving popular. There have been nearly 23,000 subscribers to the service exceeding the target of 21,634 for the year. The increased interest in gardening during the pandemic has clearly continued.

Critical Success Indicators for Environment

Indicator Description	Actual 2020/21	Q1 2021/22	Target 2021/22	Comments (incl. benchmarking)
NI 192 Household waste recycled and composted NI192	39.33%	39.57% Est.	42%	This figure is an estimate as not all data is available. Once the vacant Waste and Recycling Engagement Officer and Waste and Recycling Co-ordinator posts are filled stakeholder engagement can be increased. The intended outcome for this is a continued increase in the recycling rate.
PSData_09 Parks achieving Broxtowe Parks Standard % PSData_09	98%	-	98%	Data not yet available – survey results now being assessed.
CPLocal_03 Energy consumption across all operational sites - total kWh gas and electric ('000)	4,866	-	6,500	Reported annually. During the pandemic use of communal areas in Housing complexes and council facilities was restricted reducing the amount of energy required.

4. HEALTH

The Council's priority and objective for Health is '**Support people to live well**'. Its objectives are to:

- *Promote active and healthy lifestyles in every area of Broxtowe*

Leisure Centres have now opened under COVID-19 safe operating procedures.

This Council has taken positive steps to ensure poorer families have access to affordable food. During the Summer in partnership with Eastwood Children's Centre, the Council operated a food club. A similar initiative in Beeston started in September in partnership with Alderman College, HOPE and children's centres.

The Council is aiming to work in partnership with Chilwell Children's Centre at Great Hoggett Drive to run a food club from December 2021. Families become members of the club for a very small fee (they must have at least one child under 5 and live within the childrens' centre catchment area). Families are supported to

access affordable food both fresh frozen and ambient temperature, and support is given with ideas as to what to cook and how to use the produce which is available.

- *Come up with plans to renew our leisure facilities in Broxtowe (He2)*

Work is under way to proceed to more detailed project planning for the delivery of a new Bramcote Leisure Centre.

- *Support people to live well with dementia and support those who are lonely of have mental health issues (He3)*

A new Health Action Plan was approved by the Leisure and Health Committee on 9 June 2021. In partnership with other providers the plan to seeks to support residents with both physical and mental health challenges.

The Council has a group of Mental Health Champions who work on producing a regular employee newsletter highlighting the importance of good mental health. A wellbeing room has been created to provide a quiet relaxing space for employees to recover from a stressful event, the idea was suggested in an employee survey.

Critical Success Indicators for Health

The data for the Critical Success Indicators for Health is collected annually.

Indicator Description	Actual 2020/21	Q1 2021/22	Target 2021/22	Comments (incl. benchmarking)
ComS_092 Personal wellbeing score for the Borough (out of 10)	7.9	-	8.1	
ComS_090 Air Quality – number of NO2 diffusion tube samples with annual mean reading at or below 40 micrograms m-3	100%	-	100%	40 tests completed in 2020/21. Data collected Annually
ComS_091 No. of Dementia Friends trained	On hold	0	80	Training of Dementia Friends in 2020/1 was been suspended due to COVID-19. Officer deployed to other duties during the pandemic. It is anticipated that this work will resume from September 2021.
LLLocal_G09 Percentage of Inactive Adults in Broxtowe	25.3%	-	20%	Data collected annually in October. <ul style="list-style-type: none"> • 2017/18 = 23.9% • 2018/19 = 18.4% • 2019/20 = 19.5%

5. COMMUNITY SAFETY

The Council's priority for Community Safety is that '**A safe place for everyone**'. Its objectives are:

- Work with partners to reduce knife crime

Some Actions in the Violence and Knife Crime Action Plan 2020/22 were delayed due to building closures and lack of capacity in NHS for training during pandemic. An updated plan is being prepared to follow on from the 2020/22 plan.

- Work with partners to reduce domestic abuse and support survivors

The Council was successful in securing White Ribbon Accreditation for a further three years (April 2021 to April 2024). White Ribbon UK is part of the global White Ribbon movement to end male violence against women. This accreditation was timely for the Council with the implementation of the Domestic Abuse Act 2021 on 29 April 2021.

- Reduce anti-social behaviour

The Housing team has entered into a new partnership with its established partners at Citizens Advice Broxtowe and Broxtowe Youth Homelessness to deliver a new Mediation Service. The service offers responsive, impartial and free support to individuals who need help to explore ways in which their conflict may be resolved. The aim is to provide a neutral and non-judgemental environment, where all parties feel safe to talk through issues, with a view to reaching a long term resolution. Mediation could include anti-social behaviour; neighbour mediation; community mediation; family disputes; and issues surrounding housing and homelessness.

The "Noise App" is a new service that is being used by teams from Housing and Environmental Health to determine the noise nuisance from properties or businesses within the Borough. If a local resident contacts the Council to report noise nuisance, they are sent information on downloading the Noise App from the "App store" or "Play store". They then register an account listing Broxtowe as the investigator. This then enables the user to record the alleged noise nuisance for 30 seconds on their smart device and it automatically gets sent to us, they can also write commentary; such as listing how it is affecting them. Once it is recorded the user has the option to listen back once before they decide to submit the recording. Once they have submitted the recording it is only the authorised Officers at the Council who can listen to the recording.

Critical Success Indicators for Community Safety

Indicator Description	Actual 2020/21	Q1 2021/22	Target 2021/22	Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe (Notts Police Strategic Analytical Unit) ComS_011	2,881	378	483	Q3 2019/20 = 1,500 Data for Q4 2019/20 is not available due to technical issues during the changeover of Police recording systems. Increase in neighbour complaints due to the COVID-19 lockdown. Neighbour nuisance noise complaints have increased significantly
Reduction in ASB cases reported in the borough to: Environmental Health ComS_012	561	142	-	
Communities ComS_014	67	19	-	
Housing ComS_013	118	20	-	
Repeat high risk domestic abuse cases referred to the Multi-Agency Risk Assessment Conference [% of all re-referrals] ComS_024	25%	21%	-	2019/20 = 18 cases from 129 re-referred 2020/21 = 27 cases from 107 re-referred 2021/22 = 9 cases from 43 in Q1
Domestic Crimes reported in the Borough ComS_025	786	-	801	Data collected Annually. Domestic crime increased during the pandemic lockdown due to families being together more often and tensions being created.

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APPENDIX 2

FINANCIAL PERFORMANCE

Employee Position

The summary position as at 31 July 2021 for the employee budgets is as shown below:

Department	Annual Budget £'000	Budget to 31/07/21 £'000	Actual to 31/07/21 £'000	Variance £'000
Chief Executive's Dept.	3,060	1,015	1,001	(14)
Deputy Chief Executive's Dept.	3,140	1,029	1,000	(29)
Executive Director's Dept.	5,858	1,922	1,711	(211)
General Fund – Total	12,058	3,966	3,712	(254)
Housing Revenue Account	4,051	1,327	1,218	(109)
Total	16,109	5,293	4,930	(362)

The budget position to 31 July 2021 for gross employee costs shows a £362k underspend, which includes savings made with vacancies and the current budget status of the 2021/22 pay award. This underspend is split £254k for the General Fund (GF) and £109k for the Housing Revenue Account (HRA).

The budget figures above exclude the vacancy rate target set for the GF of £300k when the 2021/22 budget was approved.

The budget for 2021/22 includes an allowance for pay inflation based upon the earlier announcement from the Chancellor of the Exchequer of a guaranteed public sector pay award of at least £250 on any earnings below the median wage of £24k. This constituted a net saving of £140k between the initially budgeted 2% pay award and the estimated £250. The final pay award for 2021/22 has not yet been agreed. The impact of an annual pay award of say 1.5% on gross pay for all employees would see an estimated additional cost to the Council of around £113k (£86k GF, £27k HRA) in 2021/22.

A full impact analysis will be undertaken as part of the revised estimate process with budget monitoring activity which will include detailed examination of employee costs to determine extent and duration of any existing budget pressures.

Income Budgets

The position to 31 July 2021 in respect of the most significant variable income budgets is as follows:

Income	Annual Budget £'000	Income to 31/07/21 £'000	Latest Projection £'000	Projected Variance to Budget £'000
Planning Fees	(450)	(170)	(583)	(133)
Pre-Planning and History Fees	(40)	(5)	(14)	26
Industrial Units Rents	(177)	(276)	(198)	(21)
Craft Centre Complex Rents	(34)	(21)	(34)	-
Garden Waste Income	(750)	(848)	(856)	(106)
Sale of Glass	(45)	(15)	(44)	1
Sale of Wheeled Bins	(30)	(15)	(32)	(2)
Recycling Credits - Glass	(120)	(15)	(120)	-
Trade Refuse Income	(468)	(456)	(468)	-
Special Collections Income	(55)	(20)	(60)	(5)
Parking Income (Pay & Display)	(180)	(42)	(125)	55
Off-Street PCN Income	(50)	(61)	(30)	20
Cemeteries	(211)	(86)	(220)	(9)
Miscellaneous Legal Charges	(10)	(16)	(20)	(10)
Land Charges Income	(80)	(34)	(80)	-
Licence Income	(164)	(30)	(112)	52
Interest on Investments	(289)	(126)	(289)	-
Beeston Square Rent	(500)	(285)	(500)	-
General Properties Rents	(58)	(12)	(58)	-
Total	(3,711)	(2,533)	(3,843)	(132)

Notes

The current status is in respect of income billed rather than income collected.

The majority of the current annual projections above are pro-rata based upon activity to 31 July 2021 and/or profiled projections based upon 2020/21 outturn.

- i) The projected income from Planning Fees is consistent with 2020/21 outturn but also includes a large application received in August 2021.
- ii) Tenants at the industrial units are billed for their rent in advance, some the final outturn will be adjusted for accruals and receipts in advance. The previous 2020/21 rent income budget was reduced by the Finance and Resources Committee on 8 October 2020 as a prudent measure in anticipation of tenants having difficulty in paying their rent as a consequence of the pandemic. The Council will benefit from additional income from the two new industrial units at Mushroom Farm. The current position for 2021/22 is being regularly monitored.
- iii) Garden waste income continues to exceed expectations with over 21,000 subscriptions in 2021/22 which compares favourably with the original budget estimate.
- iv) Income from the sale of wheeled bins in 2021/22 has exceeded expectations. This will be offset by additional expenditure on wheeled bin replacements.
- v) Pay and display car parking income has been adversely affected due to the Covid-19 outbreak. The Finance and Resources Committee received reports to reduce the previous 2020/21 budgets in response to the restrictions imposed following the national lockdowns and the impact of increasing store closures and the acceleration towards on-line shopping. Income in 2021/22 will continue to be carefully monitored as the local economy recovers.
- vi) Penalty Charge Notice (PCN) income from off-street car parking is received from Nottinghamshire County Council at the end of each financial year.
- vii) The estimated increase in Cemeteries income is based on current trend.
- viii) Legal Services are allowed to charge when instructed on certain matters with the level of income being dependent on the number of instructions received. In the last year, despite the pandemic, there has been a particular increase in leasehold enquiry instructions (where a previous Right to Buy lease has been subsequently sold) and an increase in Section 106 agreements.
- ix) License fee income received so far in 2021/22 is significantly below the budget. This is a direct and ongoing consequence of the reduced economic activity caused by the Covid-19 pandemic.
- x) Covid-19 has impacted upon the tenants at Beeston Square in different ways. Whilst some managed to continue trading, others were forced to close for a period and some ceased trading completely. The previous year's rent income budget was subsequently reduced by the Finance and Resources Committee on 8 October 2020. The current position for 2021/22 is being regularly monitored.

Capital Programme

Capital Programme expenditure as at 31 July 2021 is summarised as follows:

	Approved Budget 2021/22 £'000	Actual Spend to 31/07/21 £'000	Proportion of Budget Spent
General Fund	7,051	1,923	27%
Housing Revenue Account	14,215	2,475	17%
TOTAL	21,266	4,398	21%

The table includes all capital schemes brought forward from 2020/21, as previously approved, in addition to any other budget changes made up to 31 July 2021. No account has been taken of any invoices received but not yet paid or work that has taken place but where no invoices have, as yet, been received.

The General Fund Capital Programme excludes schemes totalling £1,013,250 for which the approval to proceed will be granted once a source of funding has been identified.

The most significant schemes with regards to spending to 31 July 2021 are:

Scheme	Approved Budget 2021/22 £'000	Actual Spend to 31/07/21 £'000	Comments
General Fund			
Disabled Facilities Grants	1,282	201	A number of grants are committed
Replacement Vehicles and Plant	1,087	212	Orders have been raised for vehicles in the replacement programme
Beeston Square Phase2	3,993	1,480	Scheme nearing conclusion with regular updates provided to the Policy and Performance Committee
Housing Revenue Account			
Modernisation Programme	2,215	628	Work programme is underway
Acquisition of Properties	2,201	516	On track with three properties purchased

Scheme	Approved Budget 2021/22 £'000	Actual Spend to 31/07/21 £'000	Comments
External Decoration and Pre- Paint Repairs	929	237	Work programme is underway
New Build - Oakfield Road	691	229	Construction of the five flats is underway with completion due in December 2021

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Report of the Executive Director

WORK PROGRAMME

1. Purpose of report

To consider items for inclusion in the Work Programme for future meetings.

2. Background

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

Date:	Task:
2 December 2021	<ul style="list-style-type: none"> • Review of Corporate Plan Progress and Financial Performance • New ICT Strategy 2022 – 2027 • Shared Services • Levelling Up Bids • Beeston Town Centre • Constitution • Update on Child Poverty Action Plan
24 March 2022	<ul style="list-style-type: none"> • Review of Corporate Plan Progress and Financial Performance • Equality and Diversity Annual Report • Beeston Town Centre Update

Recommendation

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

Background papers

Nil

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