



Monday, 23 January 2023

Dear Sir/Madam

A meeting of the Overview and Scrutiny Committee will be held on Tuesday, 31 January 2023 in the Council Chamber, Council Offices, Foster Avenue, Beeston, NG9 1AB, commencing at 2.00 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:	J C Patrick (Chair)	M Hannah
	D K Watts (Vice-Chair)	E Kerry
	S Easom (Vice-Chair)	P J Owen
	L Ellis	R S Robinson
	M J Crow	C M Tideswell
	S Dannheimer	I L Tyler
	L Fletcher	

## 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. BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 (Pages 3 - 26)  
- 2025/26 - BUSINESS GROWTH

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

4. BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 (Pages 27 - 60)  
- 2025/26 - HOUSING

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

5. BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 (Pages 61 - 104)  
- 2025/26 - RESOURCES AND SUPPORT SERVICE  
AREAS

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

6. WORK PROGRAMME (Pages 105 - 108)

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

## Joint Report of the Chief Executive and the Deputy Chief Executive

**BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26  
- BUSINESS GROWTH**1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

2. Recommendations

The Committee is asked to RECOMMEND that:

1. **Cabinet approves the Business Growth Business Plan.**
2. **Cabinet recommends to Council that the following be approved:**
  - a) **The detailed revenue budget estimates for 2023/24 (base)**
  - b) **The capital programme for 2023/24 to 2025/26**
  - c) **The fees and charges for 2023/24.**

3. Detail

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

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

4. Financial Implications

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

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

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 7 February 2023 for consideration and recommendation to Full Council on 1 March 2023.

5. Legal Implications

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

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

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. 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.

9. Equality Impact Assessment

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

10. Background Papers

Nil

**APPENDIX 1****Introduction**

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

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

This report considers the detail in respect of the Business Plan covering the priority areas of Business Growth. The financial consequences of the business plans, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals, the capital programme and the proposed fees and charges which follow the plan.

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

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

All of these items will be the subject of further reports throughout 2023/24 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

**Business Planning**

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

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

**Financial Background**

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

The revenue budgets show the 2022/23 revised estimate as of December 2022 and the 2023/24 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 2023/24 base figures in this report:

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

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

- Employee Expenses – salaries and wages; employer’s national insurance and pensions contributions
- Premises Related Expenses – repairs, alterations and maintenance of buildings, fixed plant and grounds; energy costs; rents; national non-domestic rates; water charges; fixtures and fittings; cleaning and domestic supplies.
- Transport Related Expenses – direct transport costs; recharge of pooled transport costs; travelling allowances
- Supplies and Services – equipment, furniture and materials; clothing, uniforms and laundry; printing, stationery and general; office expenses; postages; telephones; insurances; grants and subscriptions; miscellaneous expenses
- Third Party Payments – other local authorities; private contractors; charges from trading services
- Transfer Payments – Housing and Council Tax Benefits
- Central, Departmental and Technical Support Services - administrative buildings expenses; central departmental support; departmental administration
- Capital Financing Costs – operating lease charges; asset register charges.

## FRAMEWORK FOR BUSINESS PLANNING

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

### Vision

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

### Priorities

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

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

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

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

**R**eady for change: *innovation and readiness for change*

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

**A**lways improving: *continuous improvement and delivering value for money*

**T**ransparent: *integrity and professional competence.*

### Objectives

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

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

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

**BUSINESS GROWTH BUSINESS PLAN 2023–2026**Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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



**MEASURES OF PERFORMANCE** (Extract)

**CRITICAL SUCCESS INDICATORS (CSI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 21/22	Target 22/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Town Centre occupancy rates: (TCLocal_01)	91%	91%	92%*	91%	91%	91%	Business Growth Manager
<ul style="list-style-type: none"> <li>Beeston</li> <li>Kimberley</li> <li>Eastwood</li> <li>Stapleford</li> </ul>	93%	92%	92%*	90%	95%	95%	Targets are adjusted for the future due to the severe impact of COVID on the high streets of our towns. Predicting decreased occupancy in 2020/21.
	87%	90%	91%*	93%	93%	93%	
	91%	88%	89%*	93%	93%	93%	* Due to resource availability data was collected to November 2021. Monitoring recommenced in August 2022.
	87%	89%	90%*	93%	93%	93%	

**KEY PERFORMANCE INDICATORS (KPI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Major planning applications determined within 13 weeks (NI157a)	100%	100%	90.3%	92%	92%	92%	Head of Planning and Economic Development There were 31 major applications numbered made in 2021/22. Target was narrowly missed as three major applications failed to be decided within the target of 13 weeks.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Minor planning applications determined within 8 weeks <b>(NI157b)</b>	97.4%	98.2%	93.9%	94%	94%	94%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target. The government's threshold for performance is 70%
Other planning applications determined within 8 weeks <b>(NI157c)</b>	99.6%	98.8%	97.3%	98%	98%	98%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target The government's threshold for performance is 70%
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation) <b>(BV204)</b>	35.3%	27.8%	42.9%	10%	10%	10%	2019/20 - 6 of 17 appeals allowed 2020/21 - 5 of 18 appeals allowed 2021/22 - 6 of 14 appeals allowed
Appeals allowed against refusals % (Committee overturns) <b>(DSData_18)</b>	55.5%	50.0%	75.0%	10%	10%	10%	During 2021/22 the number of applications refused at Committee overturning an approval was 4 and of these applications then appealed and allowed was three.

**KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES**

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Bring forward the Greater Nottinghamshire Strategic Plan [Core Strategy] <b>BG2023_05</b>	Successfully steer the Core Strategy through its examination process receiving a report recommending adoption from the appointed Planning Inspector	Neighbouring Local Planning Authorities in Greater Nottingham	Head of Planning and Economic Development  Adoption is currently anticipated by march 24	Joint commissioning of studies on matters such as housing land needs, employment land needs and Gypsies and Travellers will create efficiencies in co-ordinated evidence gathering and with the progression of the neighbourhood plans. Local plan examination expected to cost around £80k
Broxtowe Economic Growth and Regeneration Strategy to 2025 and review of the current Economic Development and Growth Strategy <b>BG2124_01</b>	A new framework for economic development within the Borough aligned to the sub regional plans for growth and Levelling Up Including specific plans for Stapleford, Eastwood and Kimberley	Stakeholders in the public, private and voluntary sector, MP's as well as local people, local businesses and business representative organisations	Head of Planning and Economic Development Ongoing - A draft of the refreshed Strategy was presented to Cabinet on 19 July 2022. The themes were approved. June 2024	This work includes pandemic recovery actions and will focus on key drivers of growth as an answer to transition and local needs – consultation draft to be produced
Deliver Stapleford Town Deal <b>BG2225_01</b>	Develop and deliver the six projects identified for Stapleford Town Deal	Delivery partner Leads – Support the Town Deal Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2026	The Borough Council is the accountable body for £21.3m which must be defrayed by 2025.  The current profile is over programmed and will need to be managed downwards

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Deliver Eastwood Town Deal <b>BG2326_01</b> (New)	Develop and deliver the three projects identified for Eastwood Town Deal	Delivery partner Leads – Support the Town Deal Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2025	The Borough Council would be the accountable body for £25m which must be defrayed by 2025. The action is subject to the submitted funding bid being awarded.
Deliver Kimberley Town Deal <b>BG2326_02</b> (New)	Develop and deliver the three projects identified for Kimberley Town Deal	Delivery partner Leads – Support the Town Deal Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2025	The Borough Council is the accountable body for £16m which must be defrayed by 2025. The action is subject to the submitted funding bid being awarded.
Support the work programme of the East Midlands Development Corporation <b>(EMDC2225_01)</b>	New plans could create 84,000 jobs and add billions in value to the regional economy.  The (re)development of three main growth clusters the size of three Olympic Parks, including infrastructure with transformational opportunities for local residents and place making outputs	Working in partnership with the councils of Nottinghamshire  Leicestershire, Rushcliffe and NW Leicestershire	Ongoing	Funding of up to £500k agreed for 2 years subject to provisos

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Creation of a new market/ event programme for Kimberley <b>(BG22326_03)</b> (New)	Introduction of an adjusted market/event programme in Kimberley	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	Regeneration and Economic Development Manager Markets Officer September 2023	Funding for growth from income generation and grants. Introductory pilot of a weekly market event was completed in May 2022. Lessons learnt and frequency of events adjusted in line with local demand.
Creation of a new market/ event programme for Eastwood <b>(BG22326_04)</b> (New)	A new market in Eastwood	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	Regeneration and Economic Development Manager Markets Officer September 2023	Funding for growth from income generation and grants. A pilot market / event will be hosted in Spring 2023.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Assist in the preparation of Neighbourhood Plans <b>JBG1518_06</b>	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"> <li>•Awsorth JBG1518_06.1</li> <li>•Brinsley JBG1518_06.2</li> <li>•Eastwood JBG1518_06.3</li> <li>•Greasley JBG1518_06.4</li> <li>•Nuthall JBG1518_06.5</li> <li>•Kimberley JBG1518_06.6</li> <li>•Cossall JBG1518_06.7</li> <li>•Stapleford JBG1518_06.9</li> <li>•Bramcote JBG1518_06.10</li> <li>•Chetwynd, Toton and Chilwell JBG1518_06.11</li> </ul> Chetwynd, Toton and Chilwell likely to be next to be adopted in 2022	Town and Parish Councils  At the December 2022 the progress of individual Neighbourhood Plans is:  <ul style="list-style-type: none"> <li>•Awsorth <b>100%</b> adopted</li> <li>•Brinsley <b>40%</b> initial draft</li> <li>•Eastwood <b>20%</b> area designated</li> <li>•Greasley <b>40%</b>initial draft</li> <li>•Nuthall <b>100%</b> - adopted</li> <li>•Kimberley <b>20%</b> area designated</li> <li>•Cossall <b>40%</b> initial draft</li> <li>•Stapleford <b>20%</b> area designated</li> <li>•Bramcote <b>40%</b> initial draft</li> <li>•Chetwynd, Toton and Chilwell <b>60%</b> plan drafted</li> </ul>	Head of Planning and Economic Development  Target dates will vary depending on the details of each emerging Plan.	Make a claim for up to £20k per plan if progress to referendum.  The creation, development, decisions making and review of Neighbourhood plans is led by the Town and Parish Councils.

**LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS**

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

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Share of procuring core strategy evidence base* (information awaited)		TBC		
Likely claim for Toton, Chetwynd and Toton Neighbourhood plan referendum and adoption		(20,000)		
Capital spending implications of Stapleford Towns Fund projects (Appendix 2b)*		10,766,000	1,012,000	2,952,000
Capital spending re-roofing of an industrial unit at High Hazels court and hard surfacing improvements in Beeston Square (Appendix 2b)		65,000		
<b>Efficiencies Generated</b>				
All planning files now scanned and indexed from 1993 to present day and historic records in 1976. Scanning continues for the intervening years. Historical information is now available more easily, which improves efficiency with enquiries and planning applications, particularly in Green Belt areas where historical development patterns are critical to understand and better facilitate agile working. Planning team is now as paperless as possible, saving printing costs and storage space, and is also moving towards as online consultations (where the law allows) to save costs and improve efficiency.	-	-	-	-

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>New business/increased income</b>				
Anticipated that planning income will plateau after rising steadily post pandemic	-	-	-	-
<b>Net Change in Revenue Budgets</b>	<b>NOTE*</b>	<b>(20,000)*-</b>	-	-

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



## APPENDIX 2a

**FINANCIAL ESTIMATES 2023/24 - 2025/26****BUSINESS GROWTH – REVENUE BUDGETS**

Cost Centre	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Planning – Management	0*	0*
Planning – Central Support	0*	0*
Development Control	411,650	353,150
Planning Policy	740,950	778,700
Industrial Development	(11,780)	62,700
Craft Centre Complex	6,010	20,850
Economic Development	439,790	252,500
Stapleford Town Deal	11,310	11,300
Beeston Square	(363,790)	(377,950)
<b>Total</b>	<b>1,234,140</b>	<b>1,101,250</b>

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

Classification	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Employees	1,323,910	1,395,600
Premises	125,080	173,700
Transport	3,250	2,700
Supplies & Services	383,830	256,850
Third Party Payments	94,820	95,700
Central Support Recharges	656,410	809,400
Capital Charges	145,350	154,600
Income	(1,498,510)	(1,787,300)
<b>Total</b>	<b>1,234,140</b>	<b>1,101,250</b>

The main changes in the 2023/24 base budget for total net expenditure when compared with the 2022/23 revised estimate is primarily a consequence of the following items:

<b>Service Area</b>	<b>Change (£)</b>
<p>Development Control – An increase in Planning Fees income of £50,000 has been anticipated as part of the Business Strategy.</p>	(58,500)
<p>Planning Policy – The base budget for employee expenses in 2023/24 is £73,000 higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</p> <p>This is partially offset by a one-off budget of £41,000 in 2022/23 in respect of Neighbourhood Plans, which falls out in 2023/24.</p>	37,750
<p>Industrial Development – The base budget includes an increase of £15,600 for repairs and programmed maintenance costs.</p> <p>There is a net increase of £59,000 in central support services recharges in 2022/23 due to increased costs in other areas, mainly linked to pay and price inflation.</p>	74,480
<p>Economic Development – The 2022/23 budget included a one-off additional budget in relation to consultancy costs and levelling up agenda (£62,000) that falls out in 2023/24.</p> <p>In addition there is an increase of £130,000 in the amount of capital salaries recharged to the Capital Programme in 2023/24.</p>	(187,290)
<p>Beeston Square – There is a £100,000 increase in rent income estimated for The Square in 2023/24, which was recognised in the approved Business Strategy.</p> <p>This is offset by a £21,000 increase in controllable expenditures, such as repairs, utilities, other professional fees etc., a £24,000 increase in utilities and maintenance for Beeston Square Phase 2, and an increase of £40,000 in central service recharges, mainly linked to pay and price inflation.</p>	(14,160)

APPENDIX 2b

**BUSINESS GROWTH CAPITAL PROGRAMME**

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
	<b>Stapleford Towns Fund</b>					
1	Stapleford Town Centre - Community Pavilion	5,650,000	5,650,000	0	0	Total CDEL £6.41m (£759k in 2022/23)
2	Stapleford Town Centre Traffic Management	2,670,000	181,000	181,000	2,308,000	Total CDEL £2.89m (£217k in 2022/23)
3	Stapleford Town Centre - Cycle Network / Infrastructure	2,610,000	1,295,000	746,000	569,000	Total CDEL £4.23m (£1.624m in 2022/23)
4	Stapleford Town Centre - Enterprise Management	2,072,000	2,072,000	0	0	Total CDEL £4.35m (£2.279m in 2022/23)
5	Stapleford Town Centre - Skills and Education Facility Improvement	1,178,000	1,178,000	0	0	Total CDEL £1.29m (£116k in 2022/23)
6	Stapleford Towns Fund - Programme Management (RDEL)	475,000	325,000	75,000	75,000	Total RDEL £925k (£13k in 2021/22 and £437k in 2022/23)
7	Stapleford Town Centre Recovery Fund	0	0	0	0	Total CDEL £1.0m (£300k in 2021/22 and £700k in 2022/23). Although there is no budget for 2023/24, some slippage in 2022/23 may result in a carry forward so included here for completeness of the STF programme.
	<b>Sub total</b>	<b>14,655,000</b>	<b>10,701,000</b>	<b>1,002,000</b>	<b>2,952,000</b>	

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
	<b>Shared Prosperity Fund</b>					
8	UKSPF Schemes	2,271,000	627,000	1,644,000	-	Part of the £2.56m revenue and capital funding allocation from the UK Shared Prosperity Fund for the three financial years 2022/23 to 2024/25.
	<b>Other Estates</b>					
9	High Hazels Court Industrial Units - Re-roofing	50,000	40,000	10,000	-	
10	The Square, Beeston - Surface Refurbishment	25,000	25,000	-	-	
	<b>Total</b>	<b>17,000,800</b>	<b>11,393,300</b>	<b>2,656,000</b>	<b>2,952,000</b>	
	<b>Reserve Items</b>					
11R	Levelling Up Fund Bids (Eastwood)	TBC	TBC	TBC	TBC	Outcome of LUF bids subject to Government announcement
12R	Levelling-up Fund Bids (Kimberley)	TBC	TBC	TBC	TBC	Outcome of LUF bids subject to Government announcement
13R	Employment Space (Levelling Up)	350,000	350,000	0	0	This may allow us to attract match / grant / external funding but sources yet to be identified
14R	Sustainable Travel to Work (Levelling Up)	150,000	150,000	0	0	Around £100k of S106 receipts for this purpose currently held by BBC

**Business Growth Capital Programme 2023/24****Stapleford Towns Fund**1. Stapleford Town Centre - Community Pavilion (£5,650,000)

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

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

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

3. Stapleford Town Centre - Cycle Network/Infrastructure (£1,205,000)

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

4. Stapleford Town Centre - Enterprise Management (£2,072,000)

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

5. Stapleford Town Centre - Skills and Education Facility Improvement (£1,178,000)

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

6. Stapleford Towns Fund - Programme Management (£325,000)

Programme management for the various Stapleford Towns fund projects.

7. Stapleford Town Centre Recovery Fund (£0)

The purpose of the grant fund is to assist in bounce-back for the local businesses in Stapleford following Covid-19, including the improvement of internal and frontages of premises. Although there is no budget remaining for 2023/24, slippage in 2022/23 may result in a carry forward so included here for completeness of the programme.

### **UK Shared Prosperity Fund**

8. UK Shared Prosperity Fund (£627,000)

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

Earlier in the year, the Council submitted an Investment Plan to the government to identify how the Fund will be allocated to level up Broxtowe. In December, the Council received confirmation from Government that the Investment Plan was approved, with a £2.56m revenue and capital funding allocation from the SPF for the three financial years 2022/23 to 2024/25. The Council will use the SPF to address the range of needs in the borough and to support projects and services that may be at risk of being removed due to the loss of EU funding.

### **Other Estates**

9. High Hazels Court Industrial Units - Re-roofing (£50,000)

The roof at High Hazels Court Industrial Estate is in a poor condition resulting in water ingress to all units. This has been an ongoing issue for a number of years and is now at a critical point. The proposed project is to over-roof existing roof with metal roofing material and form new external rainwater goods and drainage.

10. The Square, Beeston - Surface Refurbishment (£25,000)

Project is needed to address identified issues with the condition of the surface at The Square. The surface is over 20 years old and its condition is deteriorating. This is raising health and safety issues due to uneven and deteriorating paving surfaces.

**Reserve Items**

11. Levelling Up Fund Bid – Kimberley (£tbc – Reserve)

The Council is awaiting the Government's announcement of successful Levelling Up Fund bids. If Broxtowe's bids are approved, a report will be presented to Cabinet to request the inclusion of the successful schemes in the capital programme.

12. Levelling Up Fund Bid – Eastwood (£tbc – Reserve)

The Council is awaiting the Government's announcement of successful Levelling Up Fund bids. If Broxtowe's bids are approved, a report will be presented to Cabinet to request the inclusion of the successful schemes in the capital programme.

13. Employment Space (Levelling-Up) (£350,000 – Reserve)

Investment in Mushroom Court in 2020/21 from D2N2's LGF Programme demonstrated that with a modest investment industrial units can be built to help meet a demand and generate income for the Council. During the development of the LUF bids and in researching the Investment Zone Bids, it emerged that the Council might be able to find similar opportunities for investment in business starter units either with partner organisations, private investors or external grant funders.

14. Sustainable Travel to Work (Levelling-Up) (£150,000 – Reserve)

There is a capital commitment in the LUF bid to support the cycle trail especially in Eastwood to connect the town with major employment centres like Panattoni Park. There are significant road safety concerns be reported in this area which are also a potential deterrent to other firms investing in this vital economic corridor.

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## APPENDIX 2c

**BUSINESS GROWTH – REVIEW OF FEES, CHARGES AND ALLOWANCES**

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

**Economic Development**

	Present charge 2022/23 £	Proposed charge 2023/24 £
<b><u>Beeston, Eastwood and Stapleford Squares:</u></b>		
Supply of electricity:		
General	20.00	20.00
Charitable organisations, schools and community groups	10.00	10.00

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

	Present 2022/23 £	Proposed 2023/24 £
<b><u>Beeston Town Centre:</u></b>		
Administration charge for an application for permission to trade within a “consent street” area	26.00	26.00

If permission is granted, this carries an additional annual charge, which is based on the information provided in the application but follows no set fee schedule

	Present 2022/23 £	Proposed 2023/24 £
<b><u>Market Fees:</u></b>		
Based on a single market day, 3x3m plot	15.00	15.00
Advance payment (1 month plus or more paid in advance) - per day	10.00	10.00

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## Joint Report of the Chief Executive and the Deputy Chief Executive

**BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 – HOUSING**1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

2. Recommendations

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

1. **Cabinet approves the Housing Business Plan.**
2. **Cabinet recommends to Council that the following be approved:**
  - a) **The detailed revenue budget estimates for 2023/24 (base).**
  - b) **The capital programme for 2023/24 to 2025/26**
  - c) **The fees and charges for 2023/24.**

3. Detail

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

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

4. Financial Implications

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

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

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 7 February 2023 for consideration and recommendation to Full Council on 1 March 2023.

5. Legal Implications

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

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

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. 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.

9. Equality Impact Assessment

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

10. Background Papers

Nil

**APPENDIX 1****Introduction**

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

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

This report considers the detail in respect of the Business Plan covering the priority area of Housing. The financial consequences of the business plan, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals, the capital programme and the proposed fees and charges which follow the plan.

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

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

All of these items will be the subject of further reports throughout 2023/24 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

**Business Planning**

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

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

**Financial Background**

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

The revenue budgets show the 2022/23 revised estimates and the 2023/24 base estimates for the areas encompassed by the relevant business plans. The base estimate figures generally reflect the same level of service as in the current year with a few exceptions.

The following are included in the 2023/24 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of fuel. These allowances are guided by the best indications available at the time.
- b) Anticipated additional income within the General Fund and the Housing Revenue Account (HRA) arising from the review of fees and charges.
- c) The revenue effects of the 2023-2026 capital programme including the cost of any new borrowing to support the capital programme.
- d) Any revenue developments.

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

- Employee Expenses – salaries and wages; employer’s national insurance and pensions contributions
- Premises Related Expenses – repairs, alterations and maintenance of buildings, fixed plant and grounds; energy costs; rents; national non-domestic rates; water charges; fixtures and fittings; cleaning and domestic supplies.
- Transport Related Expenses – direct transport costs; recharge of pooled transport costs; travelling allowances
- Supplies and Services – equipment, furniture and materials; clothing, uniforms and laundry; printing, stationery and general; office expenses; postages; telephones; insurances; grants and subscriptions; miscellaneous expenses
- Third Party Payments – other local authorities; private contractors; charges from trading services
- Transfer Payments – Housing and Council Tax Benefits
- Central, Departmental and Technical Support Services - administrative buildings expenses; central departmental support; departmental administration
- Capital Financing Costs – operating lease charges; asset register charges.

## FRAMEWORK FOR BUSINESS PLANNING

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

### Vision

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

### Priorities

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

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

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

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

**R**eady for change: *innovation and readiness for change*

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

**A**lways improving: *continuous improvement and delivering value for money*

**T**ransparent: *integrity and professional competence*.

### Objectives

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

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

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

## HOUSING BUSINESS PLAN 2023–2026

### Introduction

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

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

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

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

### Background

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

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

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

### Business Plan – Performance Indicators and Key Tasks for Improvement

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



**MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)**

**CRITICAL SUCCESS INDICATORS (CSI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net additional homes provided (NI154)	236	267	306	430	430	430	Head of Planning and Economic Development
New Council houses built or acquired (HSLocal_39)	-	11	13	23	23	23	Housing Delivery Manager During 2021/22, the Council acquired eight properties, consisting of three houses and five flats. The Council also built five 1-bed flats for ex-military personnel at Tom Martin House in Stapleford.
Overall satisfaction with the service provided (HSTOP_01)	89%	80%	85.8%	89%	89%	89%	Head of Housing The HouseMark median (based on 147 landlords) is 82.6% and upper quartile is 87.85%.
Gas safety (HSTOP_02)	99.9%	99.2%	99.8%	100%	100%	100%	Housing Repairs and Compliance Manager
Rent collected as a percentage of the rent owed (BV66a)	99.8%	102.8%	100.9%	99%	99%	99%	Income and Housing Manager Although performance is above target, is expected to decrease due to increased challenges such as Universal Credit and increase in household bills for tenants

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted (HSLocal_42)	-	-	84.6%	70%	70%	70%	Housing Operations Manager

**KEY PERFORMANCE INDICATORS (KPI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Supply of ready to develop housing sites (NI159)	100%	100%	100%	100%	100%	100%	Head of Planning and Economic Development
Residential Planning Commitments (DSData_20)	849	587	1,531	950	950	950	Head of Planning and Economic Development
Homeless households housed outside of the Borough in temporary accommodation, over 7 days (HSLocal_40)	-	64	94	0	0	0	Housing Operations Manager Indicator description amended to reflect that households may stay in accommodation outside the Borough if they present outside of office hours and for triage of circumstances before they move to suitable temporary accommodation. Earlier years reported using old definition.
Affordable homes provided (NI 155)	16	38	40	85	85	85	Head of Planning and Economic Development
Average Relet Time – General Needs (HSTOP_03)	27 days	37 days	54 days	20 days	20 days	20 days	Housing Operations Manager

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average Relet Time – Independent Living (HSLocal_03a)	57 days	114 days	132 days	40 days	40 days	40 days	Housing Operations Manager
Void Rent Loss (HSLocal_03a) (New)	-	-	-	-	£350,000	£350,000	Housing Operations Manager New indicator 2023/24. Target based on 2% of Income.
Reactive repairs - appointments kept (HSLocal_BM05)	95.5%	97.8%	97.7%	98%	98%	98%	Housing Repairs and Compliance Manager
Electrical compliancy (HSLocal_29)	98.6%	98.2%	73.2%	100%	100%	100%	Housing Repairs and Compliance Manager Work is being undertaken in 2022/23 to increase Electrical Compliancy
Identify six Private Sector dwellings each quarter to implement a plan to return into occupation (HSLocal_11)	28	6	25	24	24	24	Chief Environmental Health Officer Performance Measure redefined to reflect the work undertaken. Baseline will be 2022/23.

**KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES**

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement 10 year housing new build delivery plan <b>HS1922_02</b>	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 Housing Strategy <b>HS2023_02</b>	Improve housing services	All partners and stakeholders	Head of Housing March 2024	Majority of actions to be achieved through existing budgets, where additional budget of resources are required then separate actions will be included in the Business Plan
Implement Asset Management Strategy <b>HS2124_02</b>	Plan to fully utilise assets held within the Housing Revenue Account	Current external contractors	Head of Asset Management and Development March 2024	Based on information from recent stock condition survey
Implement a scheme to make affordable furniture and white goods available to tenants <b>HS2225_01</b>	Reduction in poverty and people living in unfurnished accommodation	To be procured through framework	Income and Housing Manager March 2024	Decision made at Cabinet in December 2022, to consider furnished tenancies
Implement new processes and procedures for recharges <b>HS2225_05</b>	Increase income to the HRA	Work is completed in-house	Housing Repairs and Compliance Manager March 2024	Work was not completed as planned during 2022/23 due to other priorities within the repairs review, action to be completed during 2023/24

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan <a href="#">HS2225_07</a>	Prevent homelessness and rough sleeping  To offer support to those who experience homelessness	Partnership with Gedling and Rushcliffe  Partnership with CAB and Broxtowe Youth Homelessness  Partnership with commissioned services through the 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
Home Release Scheme <a href="#">HS2326_01</a> (New)	Reduce waiting list, particularly for larger homes	Through Choice Based Lettings system	Housing Operations Manager  March 2024	£20,000 budget to be approved
Review of Mobile Cleaning and Caretaking Services <a href="#">HS2326_02</a> (New)	Improve the condition of our estates	Currently some services are provided in-house and some by external contractors	Head of Housing  March 2024	If outcome of review is to bring more services inhouse, then increased staffing budgets may be required. However, this would be offset by a reduction in use of external contractors
Review and retender Lifeline Services <a href="#">HS2326_03</a> (New)	Ensure that service is value for money and benefits from improved technology	Current contract expires July 2023	Head of Housing  July 2023	

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Energy Efficiency Schemes <b>CP2326_01b</b> (New)	Achieve Carbon Neutral and all dwellings to be EPC level C or above	Midlands Net Zero Hub Submit Bids for various grants opportunities such as SHDF, HUG2, and ECO4	Head of Asset Management 2027 in line with Council Net Zero Target	Procure EPC data for all Housing Stock. Currently subject to tender. £100k budget approved by Cabinet in July 2022

**LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS**

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

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Home Release Scheme (revenue)	HS2326_01	20,000	-	-
Creation of housing contact centre (revenue)		146,150	146,150	146,150
Housing repairs restructure (revenue)		157,450	157,450	157,450
Homes England grant funding (capital) Felton Close (4 units £252k); Gayrigg Court (2 units £126k); Inham Nook (15 units £945k); and Selside Court (3 units £189k)		(1,512,000)	-	-
<b>Efficiencies Generated</b>				
Housing Repairs restructure: reduction in external contractor costs		(120,000)	(120,000)	(120,000)
Non cashable savings through introducing housing contact centre with reduction in unnecessary visits; improvement in rate of first time fixes; improved customer satisfaction; and reduction in disrepair claims				
<b>New business/increased income</b>				
Increased Lifeline customers as per business strategy	-	(5,000)	(5,000)	(5,000)
<b>Net Change in Revenue Budgets (Cashable only)</b>		<b>198,600*</b>	<b>178,600*</b>	<b>178,600*</b>

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

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## APPENDIX 2a

**FINANCIAL ESTIMATES 2023/24 - 2025/26****HOUSING GENERAL FUND – REVENUE BUDGETS**

Cost Centre	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Hostel Accommodation	(24,590)	(23,000)
Homelessness (GF)	510,400	644,260
Housing Strategy	98,620	110,610
Lifeline and Miscellaneous Housing (GF)	(82,480)	(70,370)
<b>Total</b>	<b>501,950</b>	<b>661,500</b>

Classification	2022/23 £	2023/24 £
Employees	325,480	403,700
Premises	69,420	71,800
Transport	400	700
Supplies & Services	423,160	385,800
Third Party Payments	3,000	1,000
Corporate Recharges	260,630	292,650
Income	(580,140)	(494,150)
<b>Total</b>	<b>501,950</b>	<b>661,500</b>

The main changes in the 2023/24 budget for total net expenditure when compared with the 2022/23 revised estimate is primarily a consequence of the following items:

Service Area	Change (£)
Homelessness – The base budget for employee expenses in 2023/24 is higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay inflation in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.	83,500

Service Area	Change (£)
Homelessness – An increase in bed and breakfast accommodation costs based on expected demand for 2023/24.	50,000
Housing Strategy – The HRA Housing Strategy and Performance cost centre recharges part of its net budget directly to the General Fund for services provided. An increase in the Housing Strategy budget, linked to pay inflation, has led to an increase in this recharge.	12,000
Lifeline and Miscellaneous Housing (GF) – An increase in central support costs and HRA related recharges of £12,000 due to base budgets rising in other service areas. This is linked to pay and price inflation.  An increase in estimated equipment costs based on previous and actual spends to date and expected demand for 2023/24 (£5,000) has been offset by an increase in fees and charges as agreed in the Business Strategy (-£5,000).	12,000

**HOUSING REVENUE ACCOUNT – REVENUE BUDGETS**

	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Repairs & Maintenance	3,989,630	4,562,250
Supervision & Management	2,920,390	3,425,430
Special Services	2,183,100	2,290,870
Rents, Rates, Taxes & Other Charges	146,270	160,350
Depreciation & Impairment of Fixed Assets	4,332,000	4,617,000
Increase/Decrease in Impairment of Debtors	110,000	80,000
Contingency	0	0
<b>Total Expenditure</b>	<b>13,681,390</b>	<b>15,135,900</b>
Dwelling Rents (Gross)	(15,683,650)	(16,972,400)
Non-dwelling Rents (Gross)	(273,500)	(289,000)
Tenants' Charges for Services & Facilities	(823,450)	(856,700)
Leaseholders' Charges for Services & Facilities	(67,650)	(94,300)
Other Charges for Services & Facilities	(14,780)	(4,000)
Contributions Towards Expenditure	0	0
<b>Total Income</b>	<b>(16,863,030)</b>	<b>(18,216,400)</b>
<b>Net Cost of Services</b>	<b>(3,181,640)</b>	<b>(3,100,500)</b>
HRA services' share of Corporate/Democratic Core	415,690	442,540
HRA share of interest payable and similar charges including amortisation of premiums and discounts	2,669,790	2,674,500
HRA Investment Income	(92,240)	(84,700)
<b>(Surplus)/Deficit for the Year on the HRA Income and Expenditure Statement</b>	<b>(188,400)</b>	<b>(48,160)</b>
Capital expenditure funded by the HRA	1,786,300	1,719,104
<b>(Increase)/Decrease in the HRA Balance</b>	<b>1,597,900</b>	<b>1,670,944</b>
<b>HRA Opening Balance</b>	<b>(5,925,810)</b>	<b>(4,327,910)</b>
<b>HRA Closing Balance</b>	<b>(4,327,910)</b>	<b>(2,656,966)</b>

Classification	2022/23 £	2023/24 £
Employees	4,234,680	4,966,050
Premises	795,910	815,050
Transport	140,220	164,800
Supplies & Services	2,435,090	2,752,900
Transfer Payments	0	0
Third Party Payments	720,980	806,050
Corporate Recharges	2,311,300	2,448,790
Capital Charges	8,788,090	9,010,604
Income	(17,828,370)	(19,293,300)
Income Benefits	0	0
<b>HRA Total</b>	<b>1,597,900</b>	<b>1,670,944</b>

An analysis of the major variances between the 2022/23 revised budget and the 2023/24 base budget is included in the table below.

The 2023/24 base budget shows an increase in expenditure of £1.538m compared to the 2022/23 revised budget, whilst income has increased by £1.465m.

Service Area – Expenses	Change (£)
Changes in employee related costs including:	
<ul style="list-style-type: none"> <li>The impact of the pay award in 2022/23 and anticipated 2023/24, currently estimated at 5%, salary increments and various small structure changes agreed in 2022/23. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</li> </ul>	585,000
<ul style="list-style-type: none"> <li>Changes following phase 1 of the Housing Repairs restructure that was recently agreed at Cabinet.</li> </ul>	146,000
A net increase in premises costs linked to price inflation	19,000
Increases in Transport related expenditure is due to an increase in transport running costs (e.g. Mechanics pay, materials, fuel), a proportion of which is recharged to the HRA. This is partially offset by a reduction in travelling expenses (mileage) based on previous year expenditure.	25,000

<b>Service Area – Expenses</b>	<b>Change (£)</b>
A net increase in Supplies and Services costs:	
<ul style="list-style-type: none"> <li>• An increase in sub-contractor costs based on forecast demand and an expected increase in fees</li> </ul>	284,000
<ul style="list-style-type: none"> <li>• Material costs are expected to rise by up to 15% due to the current economic climate</li> </ul>	42,000
<ul style="list-style-type: none"> <li>• Waste disposal costs for void properties have been increased based on current year expenditure</li> </ul>	20,000
<ul style="list-style-type: none"> <li>• An increase in Leaseholder spending due to fees related to the registration of leases with the Land Registry</li> </ul>	32,000
<ul style="list-style-type: none"> <li>• New Home Release scheme budget approved at Cabinet</li> </ul>	20,000
<ul style="list-style-type: none"> <li>• The development budget of £100k for the EPC programme in 2022/23 was a one-off budget and is not required in 2023/24.</li> </ul>	(100,000)
Third party payments relating to an increase in grounds maintenance recharges from the General Fund. These include maintaining HRA non-residential land, land at Independent Living accommodation sites and maintaining elderly residents' gardens.	85,000
A net increase in recharges for services from the General Fund to the HRA for costs including ICT Services, Finance, Legal, Human Resources, Health and Safety, Property Administration, Asset Management, Mechanics, Payroll, Creditors, Debtors, Support Services and Internal Audit.	110,000
An increase in capital charges due to an increase in HRA property values and the HRA share of vehicle purchases. This is partially offset by a reduction in capital expenditure to be financed by HRA revenue contributions when compared to 2022/23.	223,000
Increase in Democratic Core and Corporate Administration Costs	27,000

<b>Service Area – Income</b>	<b>Change (£)</b>
An increase in Housing Rents (Dwelling) income based upon:	
<ul style="list-style-type: none"> <li>• An opening stock of 4,367 properties; plus 20 acquisitions; less 52 estimated Right to Buy sales across 2022/23 and 2023/24 equals projected closing stock 4,335 properties.</li> <li>• Impact of rent increase at 7% (capped by legislation).</li> <li>• Less projected void loss of £331,000.</li> <li>• Less income relating to General Fund properties.</li> </ul>	(1,289,000)
See narrative after this table for further information	

<b>Service Area – Income</b>	<b>Change (£)</b>
<p>An increase in garage rent income (non-dwelling) based upon:</p> <ul style="list-style-type: none"> <li>Opening stock 828 garages (692 units to let) less 37 demolitions in 2023/34 (a reduction in forecast demolitions compared to 2022/23) equals the projected closing stock of 655 units available to let.</li> <li>No increase in fees in 2023/24.</li> </ul> <p>See narrative after this table for further information.</p>	(15,500)
<p>An increase in Support Charges (tenants' charges for services):</p> <ul style="list-style-type: none"> <li>No changes to Support Charges or scheme re-designations anticipated.</li> <li>A projected void loss of £25,000, a reduction of £22,000 when compared to the 2022/23 budget due to previous re-designations and anticipated demand for 2023/24.</li> </ul>	(44,000)
<p>Other notable changes in HRA Income include:</p> <ul style="list-style-type: none"> <li>Salaries recharged to the capital programme in 2022/23.</li> <li>A reduction in the Bad Debt Provision for Housing Repairs charges to tenants based on previous years' actual costs.</li> <li>An increase in the amount charged by the HRA to the General Fund for GF related activities carried out by employees paid by the HRA.</li> <li>Various smaller variances.</li> </ul>	(46,000) (26,000) (19,000) (25,000)
<b>Overall increase/(decrease) in net expenditure compared to 2022/23 revised estimate</b>	<b>73,000</b>

### **Supplementary Comments to the Housing Revenue Account Budget**

- 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 housing stock.

#### **Housing Rents and Associated Income**

- The 2022/23 housing rents were charged over a 48-week period, which is similarly the case for 2023/24. Due to the current cost of living challenges that many people are facing, the Government has limited by legislation the increase in HRA dwelling rents to 7%. The amount of lost rent due to properties being empty has been provided in line with current performance.

Non dwelling (Garage Rents) Income

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

Housing Revenue Account Business Plan

4. An element of the annual HRA Capital Programme is financed by direct revenue contributions from the HRA. For 2023/24, this is forecast to be £1.719m, subject to any slippage in or changes to the capital programme. As is evident in the summary of the HRA budget, this contribution to capital financing is the main driver for the reduction in the HRA balance and therefore the level of HRA revenue financing for the capital programme may need to be reviewed in future years to ensure the HRA maintains a healthy minimum balance.
5. The HRA 30-year Business Plan is currently being updated. The projected balance as at 31 March 2024 is £2.657m. The Council has set its minimum balance as £1 million. A review of current housing delivery and financing of the capital programme is being undertaken in order that the housing function can operate without breaching the minimum balance required.

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APPENDIX 2b

HOUSING CAPITAL PROGRAMME

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
1	Disabled Facilities Grants (GF)	2,400,000	800,000	800,000	800,000	Level of grant funding to be confirmed
2	Housing Modernisations	6,360,000	2,120,000	2,120,000	2,120,000	includes capital salaries of £120k
3	Heating Replacements & Energy Efficiency Works	4,120,000	2,000,000	1,060,000	1,060,000	includes capital salaries of £60k
4	Social Housing Decarbonisation	2,000,000	2,000,000	0	0	Current spending profile unknown so assumed all in year 1 but this may be profiled at a later date
5	Electrical Periodic Improvement Works	1,272,000	424,000	424,000	424,000	includes capital salaries of £24k
6	Aids and Adaptations - Disabled persons works	1,240,000	425,000	425,000	390,000	includes capital salaries of £40k
7	Pre Paint Repairs, Soffit and Fascia Renewal, and Redecoration	1,166,000	424,000	371,000	371,000	includes capital salaries of £24k
8	Fire Safety Assessment and Remedial Work	1,113,000	371,000	371,000	371,000	includes capital salaries of £21k
9	Window and Door Replacement	954,000	318,000	318,000	318,000	includes capital salaries of £18k
10	Garage Refurbishment and Replacement	731,400	243,800	243,800	243,800	includes capital salaries of £13.8k

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
11	External Works – Paths, Paving and Hard Standings	572,400	222,600	190,800	159,000	includes capital salaries of £12.6k
12	Structural Remedial Repairs (including damp)	465,000	155,000	155,000	155,000	includes capital salaries of £5k
13	Major Relets	450,000	150,000	150,000	150,000	includes capital salaries of £10k
14	Asbestos Surveys and Remedial Works	318,000	106,000	106,000	106,000	includes capital salaries of £6k
15	HRA Contingency	84,000	28,000	28,000	28,000	
	<b>TOTAL</b>	<b>23,245,800</b>	<b>9,787,400</b>	<b>6,762,600</b>	<b>6,695,800</b>	

**HOUSING DELIVERY PROGRAMME CAPITAL PROGRAMME**

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
1	New Build – Land at Bramcote Crematorium	8,275,000	2,000,000	2,500,000	3,275,000	Major scheme (£8.275m) covering five financial years from 2022/23 to 2026/27.
2	Acquisition of Properties	4,200,000	1,400,000	1,400,000	1,400,000	
3	New Builds – Chilwell and Watnall Garage Sites (including Inham Nook)	3,350,000	2,350,000	1,000,000	-	

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
4	New Builds – Field Farm	3,000,000	1,250,000	1,000,000	750,000	Major scheme at £3.5m covering five financial years from 2022/23 to 2026/27 - £500k budget in 2022/23.
5	New Builds – Felton Close, Selside Court and Gayrigg Court	2,100,000	1,500,000	600,000	-	
6	New Builds – Fishpond Cottage	1,100,000	600,000	500,000	-	Scheme on hold
7	Housing Delivery Plan Officer Posts	564,000	188,000	188,000	188,000	Capital Salaries
8	New Build – Chilton Drive	500,000	300,000	200,000	-	
9	New Build – Spring Close	500,000	300,000	200,000	-	
10	New Build - Housing Feasibility Costs	300,000	300,000	-	-	£311k in 2022/23 - Total £611k
11	New Build - Oakfield Road	10,000	10,000	-	-	£50k in 2022/23 - Total £60k
	<b>TOTAL</b>	<b>23,899,000</b>	<b>10,198,000</b>	<b>7,588,000</b>	<b>5,613,000</b>	

**HOUSING CAPITAL PROGRAMME 2023/24****General Fund Housing**1. Disabled Facilities Grants (£800,000 est.)

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

**Housing Revenue Account**2. Housing Modernisation Programme (£2,120,000)

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

3. Heating Replacement and Energy Efficiency Works (£2,000,000)

To continue the programme of replacing obsolete and older gas and electric central heating systems with new and more energy efficient systems providing whole house heating. It will also improve insulation to dwellings including solid walls, micro cavities and lofts. It is anticipated that the new systems and insulation will significantly lower CO<sub>2</sub> emissions and result in lower energy bills.

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

The Social Housing Decarbonisation fund provides 50% match funding for Councils to improve the energy efficiency/thermal qualities of its housing stock. This programme will focus on bringing properties up to a 'C' EPC rating and particularly focuses on terrace houses that can be difficult to retrofit. This not only improves the quality of properties for tenants but also ensure they remain fit for letting in future and contributes to Broxtowe's drive towards net zero.

5. Electrical Periodic Improvement Works (£424,000)

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

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

6. Aids and Adaptations – Disabled Persons (£425,000)

To enable the continuation of the Council's programme to adapt Council dwellings to meet the needs of people with disabilities.

7. External Pre-Paint Repairs, Soffit and Fascia Renewal and Redecoration Programme (£424,000)

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

8. Fire Safety Assessment and Remedial Work (£371,000)

The introduction of the Regulatory Reform (Fire Safety) Order 2005 included a mandatory requirement for housing providers to carry out a fire risk assessment on the communal areas of flats within the housing stock and rectify any deficiencies. Fire risk assessments of the general housing stock are reviewed every two years, whilst the independent living stock are risk assessed annually.

The risk assessments are carried out in accordance with the LACoRS guidance and they are currently under review with the Health and Safety Manager. As part of the ongoing review, the Council uses an accredited company to check communal areas to both general housing and independent living schemes on an ongoing basis. The focus of this being on compartmentalisation of the structures, a key to fire safety of properties which include multiple dwellings and shared communal areas. The work also covers wider aspects of fire safety such as access and egress.

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

9. Window and Door Replacement (£318,000)

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

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

10. Garage Refurbishment (£243,800)

The Council owns over 800 garages that are rented out to both Council tenants and private residents. Garage rents have increased in recent years. During a consultation with garage tenants, a commitment was given to use some of the extra revenue generated to improve the condition of the garages. Some garages have been improved whilst others are highlighted for possible redevelopment as part of the garage strategy. This budget will enable the garage refurbishment and replacement programme to continue.

11. External Works – Paths, Paving and Hard Standings (£222,600)

As well as owning its own housing stock, the Council also owns paths, paving and hard standings that service some of the stock. These areas have fixed useful lives beyond which they require either replacement or refurbishment. Surveys are periodically carried out of the condition of these areas and this budget will enable the resulting required work to be undertaken.

12. Structural Remedial Repairs (£155,000)

Work undertaken to survey and maintain the Council's housing stock has identified some specific issues causing structural decay that require remediation in advance of additional improvement work. For example, issues relating to rising damp in some properties have been highlighted that require attention to prevent further deterioration and structural problems. We have also identified some preventative work required to some of our non-traditional housing stock.

This budget will help to address such structural issues and ensure that the Council's housing stock continues to meet the Decent Homes Standard.

13. Major Relets (£150,000)

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

14. Asbestos Surveys and Remedial Works (£106,000)

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

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

15. HRA Capital Contingency (£28,000)

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

## **HOUSING DELIVERY PROGRAMME – CAPITAL PROGRAMME 2023/24**

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

This Housing Delivery Plan scheme would see the construction of 51 new homes on this Section 106 site in Bramcote. This will be a major scheme (circa £8.275m) that will cover five financial years from 2022/23 to 2026/27.

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

One of the work streams within the Housing Delivery Plan approved by the Housing Committee on 5 June 2019 was the acquisition of existing properties, particularly in the north of the Borough, in accordance with identified need. This can include former right to buy properties where the Council has 'first right of refusal' if a property comes onto the market. This budget is intended to meet the cost of acquisitions throughout the year.

3. New Build - Chilwell/Watnall Garage Sites (including Inham Nook) (£2,250,000)

This Housing Delivery Plan scheme will see the construction of 15 new homes on the site following demolition of the pub site and garages. The scheme will be tendered in early 2023 with a start on site due towards Summer 2023.

4. New Build - Field Farm (£1,250,000)

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

5. New Build – Felton Close, Selside Court and Gayrigg Court (£1,500,000)

Construction of nine new homes across the three sites following demolition of the garages. The schemes have taken time to progress and have only recently secured planning permission. The schemes will be tendered with a start on site in 2023.

6. New Build - Fishpond Cottage (£600,000)

This Housing Delivery Plan scheme would see the construction of five homes on the site having secured planning approval in 2021. This will be a major scheme and cover two financial years (2022/23 and 2023/24). An initial £50,000 was allocated for expenditure in 2022/23 along with £550,000 of underspend from 2021/22. Scheme costs increased by £100,000 following the tender of the building works. The original budget for the scheme was £1.0m and the revised budget is £1.1m. Given the increase in construction costs, the tender price was signed off as representing value for money by the consultant quantity surveyor. In addition, Homes England grant of circa £250,000 is likely to be secured to subsidise this scheme. Scheme currently on hold.

7. Housing Delivery Plan Officer Posts (£188,000)

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

8. New Build – Chilton Drive (£300,000)

This Housing Delivery Plan scheme would see the construction of two homes on the site following demolition of the garages (all of which is subject to a planning). The three schemes will be tendered in 2023 with a start on site due towards Spring 2023.

9. New Build – Spring Close (£300,000)

This Housing Delivery Plan scheme would see the construction of two homes on the site following demolition of the garages (subject to a planning). The scheme has taken time to progress and has only recently been submitted for planning. The scheme will be tendered in 2023 with a start on site due towards Spring 2023.



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

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

11. New Build - Oakfield Road (£10,000)

This scheme was completed in 2021/22, however there are still a small number of contract payments left to be made, hence the inclusion in the 2023/24 programme.

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## APPENDIX 2c

## HOUSING – REVIEW OF FEES, CHARGES AND ALLOWANCES

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

	Present charge 2022/23 £	Proposed charge 2023/24 £
<b>Lifeline</b> - Charge per week	3.93	3.93
<b>Lifeline Plus</b> - Charge per week	5.90	5.90
<b>Guest Room</b> - Room per night (includes VAT)	24.00	24.00
<b>Temporary Accommodation</b> (Daily Charge)		
50 Nether Street	13.91	18.50
52/54/56 Nether Street	13.91	16.25
Knapp Avenue	16.27	14.00
Plowmans Court	18.49	16.25
<b>Management Charge</b>		
Sheltered Housing Scheme – Level 4	13.82	13.82
Sheltered Housing Scheme – Level 3	13.30	13.30
Sheltered Housing Scheme – Level 2	12.78	12.78
Sheltered Housing Scheme – Level 1	11.05	11.05
Leasehold Management Charge	169.44	169.44
<b>Decorating Allowances</b> <i>up to maximum as indicated</i>		
Electrical Rewire 1/2 Bed Flat	130.00	130.00
Electrical Rewire 2 Bed House	160.00	160.00
Electrical Rewire 3 Bed House	190.00	190.00
Electrical Rewire 4 Bed House	220.00	220.00
Partial Rewire/Decoration 1/2 Bed Flat	up to 110.00	up to 110.00
Partial Rewire/Decoration 2 Bed House	up to 130.00	up to 130.00
Partial Rewire/Decoration 3 Bed House	up to 160.00	up to 160.00
Partial Rewire/Decoration 4 Bed House	up to 180.00	up to 180.00

	Present charge 2022/23 £	Proposed charge 2023/24 £
Heating Installation where back boiler removed	up to 50.00	up to 50.00
Plastering Repairs (per room depending upon extent of damage)	between 20.00 and 50.00	between 20.00 and 50.00
Rechargeable Repairs Invoices (Admin Fee)	10%	10%
<b>Resident Involvement Grants and Allowances</b>		
Maximum start up grant for local tenant/leaseholder groups	160.00	160.00
Maximum training grant for tenants to attend approved courses	110.00	110.00
Maximum one off grant to local tenant/leaseholder groups for purchase of equipment	160.00	160.00
Maximum on-going grants for local tenant/leaseholder groups to match local fund raising £ for £ approved items	270.00	270.00
Travelling allowance rates for attendance at meetings, training sessions, seminars and conferences	Applicable casual car user allowances	Applicable casual car user allowances
<b>Garages</b>		
Garage tenant and leaseholder (per month)	40.85	40.85
Garage non-tenant (per month)	49.02 including VAT	49.02 including VAT

**Joint Report of the Chief Executive, the Deputy Chief Executive, the Executive Director and the Monitoring Officer****BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 – RESOURCES AND SUPPORT SERVICE AREAS****1. Purpose of report**

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

**2. Recommendations**

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

1. **Cabinet approves the Business Plans for the support service areas.**
2. **Cabinet recommends to Council that the following be approved:**
  - a) **The detailed revenue budget estimates for 2023/24 (base) including any revenue development submissions.**
  - b) **The capital programme for 2023/24 to 2025/26**
  - c) **The fees and charges for 2023/24.**

**3. Detail**

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

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

**4. Financial Implications**

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

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

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 7 February 2023 for consideration and recommendation to Full Council on 1 March 2023.

5. Legal Implications

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

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

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. 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.

9. Equality Impact Assessment

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

10. Background Papers

Nil

**APPENDIX 1****Introduction**

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

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

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

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

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

All of these items will be the subject of further reports throughout 2023/24 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

**Business Planning**

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

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

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

### **Financial Background**

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

The revenue budgets show the 2022/23 revised estimate as of December 2022 and the 2023/24 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 2023/24 base figures in this report:

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

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

- Employee Expenses – salaries and wages; employer's national insurance and pensions contributions
- Premises Related Expenses – repairs, alterations and maintenance of buildings, fixed plant and grounds; energy costs; rents; national non-domestic rates; water charges; fixtures and fittings; cleaning and domestic supplies.
- Transport Related Expenses – direct transport costs; recharge of pooled transport costs; travelling allowances
- Supplies and Services – equipment, furniture and materials; clothing, uniforms and laundry; printing, stationery and general; office expenses; postages; telephones; insurances; grants and subscriptions; miscellaneous expenses
- Third Party Payments – other local authorities; private contractors; charges from trading services
- Transfer Payments – Housing and Council Tax Benefits
- Central, Departmental and Technical Support Services - administrative buildings expenses; central departmental support; departmental administration
- Capital Financing Costs – operating lease charges; asset register charges.



## FRAMEWORK FOR BUSINESS PLANNING

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

### Vision

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

### Priorities

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

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

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

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

**R**eady for change: *innovation and readiness for change*

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

**A**lways improving: *continuous improvement and delivering value for money*

**T**ransparent: *integrity and professional competence.*

### Objectives

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

The Council's priorities and objectives are:

- **Housing** – A good quality home for everyone
- **Business Growth** – Invest in our towns and our people
- **Environment** – Protect the environment for the future
- **Health** – Support people to live well
- **Community Safety** – A safe place for everyone.

**RESOURCES BUSINESS PLAN 2023–2026**Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

**MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)**

**CRITICAL SUCCESS INDICATORS (CSI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % (BVPI 8)	97.2%	98.6%	99.0%	99%	99%	99%	Head of Finance Services Achieved 98.98% in 2021/22.
Working days (per FTE) lost due to sickness absence (BVPI12a)	10.88	7.89	11.77	7.50	7.50	7.50	Payroll and Job Evaluation Manager The latest available data showed that in 2018/19 the average working days lost due to sickness was 9.80. The lowest recorded from one local authority was 7.10 with the highest reported as 13.90
Working days (per FTE) lost due to short term absence (HRLocal_17)	3.34	2.33	3.89	2.50	2.50	2.50	
Working days (per FTE) lost due to longer term absence (HRLocal_18)	7.54	5.56	7.88	5.00	5.00	5.00	

**KEY PERFORMANCE INDICATORS (KPI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	92.6%	96.5%	97.4%	98%	98%	98%	Head of Finance Services
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	83.4%	75.2%	86.7%	90%	90%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year (FPLocal_03)	86%	89%	72%	90%	90%	90%	Chief Audit and Control Officer Outturn for 2021/22 was negatively impacted by a vacancy within the Internal Audit team. A new appointment has since been made from August 2022.
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	90%	90%	92%	95%	95%	95%	Chief Audit and Control Officer; and Procurement and Contracts Officer Due to the pandemic, strategic decisions were taken to roll-on some existing low value contracts, instead of retendering. Focus was on carrying out robust procurement exercises on the high value strategically critical contracts.
Full registration of unregistered deed packets with Land Registry (LSLocal_01)	-	-	-	192 (revised)	192	192	The Land Registry's target to register all government owned land is December 2025. Legal Services aim to achieve to register 18-20 applications a month.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (LSLocal_02)	-	-	-	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
Review and advise on contract within 10 working days from receipt of full instruction (LSLocal_03)	-	-	-	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
First draft of commercial lease completed within 10 working days from receipt of full instruction (LSLocal_04)	-	-	-	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
Individually registered electors in the borough (LALocal_08)	87,126	85,744	84,226	86,000 (Revised)	86,000	86,000	Head of Administrative Services 84,568 registered electors on 1 December 2022.
Freedom of Information requests replied to within 20 working days (LALocal_12)	96%	96%	96%	85%	85%	85%	Head of Administrative Services National target set by the Information Commissioners' Office is 85%. 2019/20 = 750 of 782 Requests in time 2020/21 = 712 of 742 Requests in time 2021/22 = 838 of 872 Requests in time
Subject Access Requests responded to within one month (GSLocal_001)	100%	100%	100%	100%	100%	100%	Head of Administrative Services

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Complaints acknowledged within the specified time (LALocal_04)	97%	98%	*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_02)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer  New performance indicator 2022/23
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer  New performance indicator 2022/23 Legislative requirement for Cabinet Model.
The percentage of Call-Ins following Cabinet decisions responded to in full within legislative timescale (GSLocal_007)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer  New Performance indicator 2022/23 Legislative requirement for Cabinet Model.
Level of Equality Framework for Local Government to which the Council conforms (BVPI 21)	Ach.	Ach.	Ach.	Ach.	Ach.	Exc.	Ach.= Achieving Exc.= Excellent

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	6.3%	6.9%	7.0%	8.0%	8.5%	9.0%	Human Resources Manager Improvement on the previous year. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters. Not all employees declare a disability.
Ethnic minority representation in the workplace (BVPI 17a)	7.2%	8.2%	7.7%	8%	9%	10%	The census data for 2021 indicates that 21.1% of the Borough's population considers themselves to be from an ethnic background.
Annual employee turnover (HRLocal_06)	10.3%	5.1%	15.8%	12%	12%	12%	Human Resources Manager 13% for local authorities in England 2018/19.
Employees qualified to NVQ Level 2 and above (HRLocal_07)	87%	86%	87%	88%	88%	88%	Human Resources Manager Positive increase on previous year
Industrial Units vacant for more than 3 months (CPLocal_01)	1.7%	0%	1.0%	5%	5%	5%	Estates Manager The industrial units have had some tenant changes but are fully let with the exception of one small unit where repairs are required.
Industrial Unit tenants with rent arrears (CPLocal_02)	5.0%	2.0%	11.0%	5%	5%	5%	Estates Manager In 2021/22 there were seven industrial units with arrears out of 63.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Beeston Square Shops vacant for more than 3 months % (CPLocal_05)	0.0%	19.0%	19.0%	6%	0%	<6%	Estates Manager  Two units vacant out of 12 grounds floor shops in Phase 1. Refurbishment may create an additional shop unit on completion.  From 2022/23 indicator will include Phase 2 comprising 5 food and beverage units (2 units combined) and cinema. One unit is vacant.  Refurbishment of the former Argos unit has been completed. The space will now be marketed for letting.
Occupancy of Business Hub Units - Beeston (CPLocal_08a) (New)	-	-	-	85%	85%	85%	Head of Asset Management & Development  New Performance Indicator 2022/23.  A percentage void is desirable to offer space to newly developed businesses whilst other growing businesses move out
Occupancy of Business Hub Units - Stapleford (CPLocal_08b) (New)	-	-	-	85%	85%	85%	Head of Asset Management & Development  New Performance Indicator 2022/23.  A percentage void is desirable to offer space to newly developed businesses whilst other growing businesses move out
Email Me subscribers (CCCSLocal_01) (New)	20,808	24,320	26,343	28,000	30,000	35,000	Communications, Cultural and Civic Services Manager



Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Social media reach (CCCSLocal_02) (New)	1,964,112	2,354,645	1,730,609	1,800,000	2,000,000	2,200,000	Communications, Cultural and Civic Services Manager
Online transactions (CCCSLocal_03) (New)	658,244	484,040	447,999	450,000	460,000	475,000	Communications, Cultural and Civic Services Manager  2019/20 planning searches were significantly higher, likely due to a number of high profile planning applications.  A number of new developments have impacted on the total transactions such as housing rents moving to direct debits, dispensation parking moving back to Nottinghamshire County Council and reduced use of the kiosk during and since the pandemic and since.
Employees who are aware of the Council's vision and long term goals (CCCSLocal_04) (New)	N/A	68%	78%	77% (actual)	80%	85%	Communications, Cultural and Civic Services Manager
Employees who feel informed (CCCSLocal_05) (New)	N/A	57%	53%	62% (actual)	65%	70%	Communications, Cultural and Civic Services Manager
Residents who feel the Council listens to (CCCSLocal_06) (New)	41%*	54%*	50%	27% (actual)	30%	35%	Communications, Cultural and Civic Services Manager  *In 2019/2, 2020/21 and 2021/22 the answer to this question was 'yes or no'. From 2022/23 the options were broadened to very satisfied, satisfied, neutral, dissatisfied and very dissatisfied.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Residents who are satisfied or very satisfied with the services the Council provides (CCCSLocal_07) (New)	59%	64%	65%	65% (actual)	67%	70%	Communications, Cultural and Civic Services Manager
Residents who are satisfied or very satisfied with the Borough as a place to live (CCCSLocal_08) (New)	74%	73%	76%	76% (actual)	78%	80%	Communications, Cultural and Civic Services Manager

**KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2022/23 – 2024/25 INCLUDING COMMERCIAL ACTIVITIES**

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review and update the Financial Regulations for approval by Members <b>FP2023_01</b>	The Council’s updated Financial Regulations to be adopted by the Council.	None	Deputy Chief Executive Head of Finance Services September 2023	Approval required at Full Council
Produce draft statement of accounts in accordance with statutory deadlines <b>FP2023_07</b>	Final draft accounts to be produced for external auditors to scrutinise by end of May	None	Head of Finance Services May 2023	Use of additional interim support as agreed by Finance and Resources Committee on 10 October 2019.
Review the Civica Pay/ ICON Finance System <b>FP2023_02</b>	Resolve technical issues in respect of Civica Pay / ICON system and bank reconciliation modules.  Procurement exercise planned in advance of new contract in 2024	Civica  New contract may be tendered through a procurement framework in partnership with Newark and Sherwood District Council and others.	Head of Finance Services Chief Accountant March 2024	Resourcing of service.  Opportunities for efficiencies through improved operation of the system.
Review and update of the Council’s procurement arrangements to ensure continued compliance and meeting business need <b>FP2326_01</b> (New)	Review of the Contract Procedure Rules to incorporate procurement legislation which is due to be updated in 2023.  Review of Procurement and Commissioning Strategy.	Internal (including Legal Services)	Head of Finance Services Chief Audit and Control Officer Procurement and Contracts Officer September 2023	Resourcing of service.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review and enhance the Council's contract management framework across the Council <b>FP2326_02</b> (New)	Review of the corporate contract management framework to include performance management arrangements and reporting.	Internal (including Legal Services, Housing and Asset Management)	Chief Audit and Control Officer Procurement and Contracts Officer September 2023	Further opportunities for savings and efficiencies may be achieved through effective contract management.
Further develop the existing Internal Audit collaboration with Erewash Borough Council <b>FP2023_06</b>	Establishing a more formal arrangement and structure for delivery of resilient internal audit services at the two authorities.	Erewash Borough Council	Chief Audit and Control Officer June 2023	Further resilience, efficiency and opportunity for nominal income generation achieved through collaboration.  Aim to be at least budget neutral but may require additional resources – impact to be determined.
Review and update the Council's Risk Management Strategy <b>FP2326_03</b> (New)	Present an updated Risk Management Strategy to Governance, Audit and Standards Committee for approval and adoption.	Internal (including GMT)	Strategic Risk Management Group Head of Finance Services June 2023	Opportunities for savings and efficiencies may be achieved through effective risk management.
Progressing the completion of First Registration of Council owned land <b>LA1821_02</b>	Achieve 100% registration of unregistered Council land by December 2025	Land Registry Planning and Regeneration Team Legal Officers	Head of Legal and Deputy Monitoring Officer December 2025	Land Registry backlog may affect timescales with the applications being processed and registered. No impact on the submission of applications.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Transfer of land charges function to Land Registry <b>DEM1518_02</b>	Fully electronic register and successful transfer to HM Land Registry		Head of Administrative Services March 2023	The Council will receive New Burdens Funding for the ongoing maintenance of the Land Charges Register. The level of funding is unknown at this stage. Income from CON29 enquiries will continue.
Community Governance Review – (Phase 2) <b>DEM1518_01</b>	Revision of parish boundaries so that existing anomalies are removed wherever possible	Parish / Town Councils	Head of Administrative Services June 2024	It is expected that work will commence in June 2023 focussing on parishes in the north of the borough. Any changes to boundaries will be effective for the elections in May 2027.
Development of Performance Standards for the Returning Officer function <b>AS2326_01</b> (New)	A range of performance measures which will ensure that the standards set by the Electoral Commission for elections are met		Head of Administrative Services May 2023	The standards will be reviewed regularly to ensure that performance indicators and outcomes are still appropriate.
Roll out phase 2 of the committee management system <b>DEM1922_01</b>	More efficient and effective production and distribution of agendas and improved website information		Head of Democratic Services February 2023	Programme in development to produce reports internally through the management system Within existing budget.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Expand Member Development Programme to include new training to update knowledge / skills <b>DEM2225_01</b>	Enhance the member training programme to update skills to promote sound decision-making		Head of Democratic Services June 2023	Head of Democratic Services and Deputy Monitoring Officer Within existing budget.
Review and adjust the System of Governance for the Cabinet model <b>DEM2225_03</b>	Ensure the system of Governance for the Cabinet model is effective and meets the needs to the Council's constitution		Head of Democratic Services May 2023	Head of Democratic Services and Deputy Monitoring Officer Within existing budget.
All Managers at Broxtowe to be offered mental health first aid training <b>(HR2225_01)</b>	Managers become more skilled at supporting employees through mental health challenges	Health, Safety and Emergency Planning Manager	Human Resources Manager March 2023	Delivered in house within existing resources
75% of Managers at Broxtowe to be offered neurodiversity training <b>(HR2225_02)</b>	Managers are more skilled at managing employees with neurodiverse conditions	A suitable provider will be found within financial standing orders	Human Resources Manager March 2023	Within existing corporate training budget
Review, streamline and simplify the application and recruitment process <b>(HR2225_06)</b>	Increase numbers of applications for jobs at Broxtowe	N/A	Human Resources Manager April 2023	Fewer unfilled vacancies will reduce agency costs
Implement a rolling schedule of HR policy reviews <b>(HR2225_07)</b>	Ensure the HR policy suite is up to date and fit for purpose	Policies are amended in consultation with LJCC and Unions	Human Resources Manager March 2023	The aim is to reduce the number of policies and consolidate relevant policies to make the process more efficient and less bureaucratic

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review the People Strategy 2020/24 (HR2326_01)	Review the People Strategy and incorporate it into the Organisational Development Strategy	N/A	Human Resources Manager September 2023	
Review the Grievance Policy (HR2326_02)	Review and refresh the Grievance Policy with Trade Unions	Trade Unions	Human Resources Manager June 2023	
Review the Attendance Management Policy (HR2326_03)	Review and Refresh the policy to ensure fit for purpose in post-Pandemic	N/A	Human Resources Manager August 2023	
Employee Induction Policy and Guidance (HR2326_04)	Design and implement onboarding process for new employees	N/A	Human Resources Manager December 2023	
Equal Opportunities Policy (HR2326_05)	Review and incorporate into Recruitment Policy	N/A	Human Resources Manager June 2023	
Update the Single Status Conditions of Service (HR2326_06)	Review and ensure Green Book / Red Book terms are reviewed for all employees	N/A	Human Resources Manager March 2024	

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Complete an annual review of equality and Diversity activity (HR2326_07)	To promote equality and diversity internally and through service delivery by ensuring a review of annual activity and production of a policy framework; and annual action plan	N/A	Chief Executive June 2023	
Implement the replacement asset management plan for 2022 to 2025 (CP2023_01)	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager March 2025	Report to Cabinet at regular intervals on progress
Introduce effective management and ICT systems in the Estates Team (CP2124_01)	Readily available information on a day to day basis to enable efficient estate management	Working with legal, ICT, Economic Development, Commercial Manager	Estates Manager September 2023	Cost of any required software upgrades, possible use of external valuers to assist with asset valuations
Maximise commercial revenue from Beeston Square (CP2225_01)	Ensure the development income exceeds borrowing costs and provides a revenue income stream for the Council	Working with legal, Income, Economic Development, Commercial Manager and some external input	Estates Manager March 2023	Income generating but may require some expenditure on external advice



Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Energy Efficiency Schemes <b>CP2326_01a</b> (New)	To achieve Carbon Neutral on all Commercial premises and to be EPC level C or above	Faithful and Gould are providing feasibility on the Council's four principle assets. Submit Bids for various grants opportunities	Head of Asset Management 2027 in line with Council Net Zero Target	Procure EPC data.
Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited <b>BBC2022a</b>	To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Limited in the provision of leisure in Broxtowe	BBC Legal Officer	BBC Client Officer BBC Deputy Chief Executive Managing Director Liberty Leisure Limited September 2023	Subject to review
Replacement gym equipment at Council owned Leisure Centres <b>BBC2022c</b>	Agree a gym equipment replacement programme with Liberty Leisure Limited and source the equipment required to.	BBC Procurement Officer Liberty Leisure Limited	BBC Client Officer BBC Deputy Chief Executive March 2025	Dependent on agreed replacement programme
Deliver Communication and Engagement Strategy 2023-26 <b>CCCS2326_01</b> (New)	Increase reach of Council's communications to encourage behaviour change and improve the Council's reputation	Broxtowe Borough Council Residents and other stakeholder groups	Communications, Cultural and Civic Services Manager March 2026	

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Updating Emergency Plan <b>H&amp;S2326_01</b> (New)	Review and refresh the Emergency Plan	N/A	Health, Safety and Emergency Planning Manager April 2023	
Introduce and expand the use of Resilience Direct <b>H&amp;SS2326_02</b> (New)	Fully embed use of Resilience Direct. Ensure appropriate employees have access and exercises are carried out	N/A	Health, Safety and Emergency Planning Manager August 2023	Once the Emergency Plan and the Business Continuity Plans have been uploaded to Resilience Direct, the aim is to test knowledge of the plans through quiz/exercises

**LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS**

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

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Iken - Cost of obtaining two modules Iken Workflow and MI Modules, includes costs of licence fee (£3,095); training (2 days £1,500); and £800 MI annual fee.	-	£5,400	£800	£800
<b>Efficiencies Generated</b>				
Legal Services generated an average annual income of £15,000 in the last 3 years. The additional modules will allow full processes to be implemented and increase efficiency, resilience and capacity in the team to enable better use of resources. This will enable officers to use their time effectively which will help us provide a streamlined and resilient service.	-	-	-	-
<b>New business/increased income</b>				
<b>Net Change in Revenue Budgets</b>		<b>Note</b>	<b>Note</b>	<b>Note</b>

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

**REVENUES, BENEFITS AND CUSTOMER SERVICES BUSINESS  
PLAN 2023–2026**Introduction

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

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

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

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

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

**MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)**

**CRITICAL SUCCESS INDICATORS (CSI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Council Tax collected in year (%) (BV9)	97.2%	97.0%	97.0%	98.5%	98.5%	98.5%	Head of Revenues, Benefits and Customer Services  Performance is monitored against the gov.uk website.
Non-domestic rates collected in the year (%) (BV10)	98.6%	96.6%	97.4%	98.5%	98.5%	98.5%	Head of Revenues, Benefits and Customer Services  Performance is monitored against the gov.uk website.
Percentage of DHP contribution compared to DWP grant (FRLocal_15)	99.7%	86.0%	100%	100%	100%	100%	Head of Revenues, Benefits and Customer Services  The Council's DHP contribution from central government has been significantly reduced and as a result it is likely that the Council will be required to top up the amounts to support the most vulnerable.
Number of online payment transactions to the Council (CSLocal_14)	62,111	53,479	59,537	71,000	71,000	71,000	Head of Revenues, Benefits and Customer Services  Online transactions will continue to be promoted as the best method of communicating with the Council.

**KEY PERFORMANCE INDICATORS (KPI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average time (days) to process Benefit claims (BV78a)	8.6	8.7	8.8	9.0	9.0	9.0	Head of Revenues, Benefits and Customer Services The Council's performance is in the upper quartile for the Country
Average time (days) to process Benefit change of circumstances (BV78b)	4.4	3.5	4.5	4.0	4.0	4.0	Head of Revenues, Benefits and Customer Services The Council's performance is in the upper quartile for the Country
Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (BV79b(ii))	26.52%	20.70%	26.49%	20%	25%	25%	Head of Revenues, Benefits and Customer Services Although performance improved in 2021/22, this area can be very challenging and influenced significantly by factors such as the rising cost of living.
Calls handled (Answered in Contact Centre) (CSDData02)	73,800	69,335	62,775	73,000	71,000	71,000	Head of Revenues, Benefits and Customer Services The target remains a challenging achievement but will provide an improved customer experience when achieved.
Switchboard Calls Answered (CSDData11) (New)	-	-	-	58,000	56,000	55,000	Head of Revenues, Benefits and Customer Services Data has only become available during 2021/22 and will continue to be monitored.

**KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES**

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Manage the introduction of Universal Credit (UC) <b>RBCS1620_01</b>	Transfer of working age HB claims to UC will be administered by the DWP	Other council departments, system suppliers and DWP	Head of Revenues, Benefits and Customer Services March 2024	The roll out of UC continues and will reduce the amount paid out by the Council. This will impact on the Subsidy amounts that can be claimed.
Implement the updated Customer Services Strategy with focus on the updated reception area <b>RBCS1620_06</b>	To create a modern welcoming environment for customers.	Work with partners and other council departments.	Head of Revenues, Benefits and Customer Services April 2024	The Council has set a budget to allow the redevelopment of the reception area.
Business Rates Review <b>BCS2023_01</b>	To review the relevant Rateable Value (RV) of Businesses.	Working with Newark and Sherwood District Council (NSDC) and Analyse Local to review the Rateable Values	Head of Revenues, Benefits and Customer Services September 2024	Contract with NSDC will cost £20k per annum. Analyse Local will charge 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.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Evaluate and implement OpenChannel (Subject to business case) <b>RBCS2124_01</b>	To implement the OpenChannel module giving end to end online functionality for Customers in Council Tax and Benefits	Relevant software provider, using the relevant procurement framework	Head of Revenues, Benefits and Customer Services  March 2024	Promoting online facilities allowing integration with the back office system. Initial quotation's provided with further evaluation required.  Efficiencies to be made through reduction in hours as a result of reduced need for re-keying information and reduced calls made to the Contact Centre.  Discussions continue with software provider around the proposed cost of the software and implementation.
Reduce telephone abandonment <b>RBCS2023_03</b>	Reduce the number of calls that are abandoned in the Contact Centre and in the back Office.	Working with all relevant departments to ensure telephones are answered in a timely manner	Head of Revenues, Benefits and Customer Services  March 2024	Identify aspects of unavoidable contact and develop strategies to reduce the number of calls received.
Email Connect <b>RBCS2225_02</b>	To implement the Information@work email connect module, providing automatic referencing of emails received.	Working with Information@work	Head of Revenues, Benefits and Customer Services  March 2024	Information@work have provided a quote of £13,400.  This additional software will only become available once the Council upgrades to the latest version of Information@work, which will not be available until 2023/24.



**LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS**

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

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Evaluate and implement OpenChannel	RBCS2124_01	69,000	19,000	19,000
Implement the updated Customer Services Strategy with focus on the updated reception area	RBCS1620_06	100,000**	-	-
Business Rate Review	RBCS2023_01	20,000	20,000	20,000
Email Connect	RBCS2225_02	13,400		
<b>Efficiencies Generated</b>				
Evaluate and implement OpenChannel	RBCS2124_01	-	(25,000)	(25,000)
Email Connect	RBCS2225_02	10,000	20,000	20,000
<b>New business/increased income</b>				
Business Rate Review	RBCS2023_01	170,000	100,000	100,000
<b>Net Change in Revenue Budgets</b>		<b>Note</b>	<b>Note</b>	<b>Note</b>

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

\*\*Previous budgeted amount. Further Cabinet report scheduled for January 2023 to request revised budget.

## APPENDIX 1d

**ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2023–2026**Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

**MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)**

**CRITICAL SUCCESS INDICATORS (CSI)**

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
System Availability (ITLocal_01)	99.90%	100%	99.94%	99.5%	99.5%	99.5%	ICT & Business Transformation Manager
Virus Protection / Cyber Security (ITLocal_05)	100%	100%	100%	100%	100%	100%	ICT & Business Transformation Manager

**OTHER PERFORMANCE INDICATORS**

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

**Key Performance Indicators (KPI)**

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	96.0%	97.8%	97.6%	98%	98%	98%	ICT & Business Transformation Manager
Percentage of Capital Projects in the annual BBSi Programme Completed in the current year (ITLocal_04)	96.8%	100%	93%	100%	100%	100%	ICT & Business Transformation Manager  Definition of the performance indicator revised for 2023/24 to better reflect the work in the Council's control.

**KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES**

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<b>Telephony:</b> Continue to leverage and look to enhance the benefits of Microsoft Teams <b>IT2326_05</b>	Enhance the current features of the system to introduce voice and contact centre capability for the Council	Learning from partner sites will inform approach	ICT & Business Transformation Manager	Improved staff efficiency, improved customer service, improved management intelligence to support improved service delivery
<b>SAN and ESXI Servers:</b> Refresh SAN storage and ESXI server infrastructure <b>IT2326_03</b>	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	ICT & Business Transformation Manager	Improved performance of Council systems, improved reliability, improved management, scaled to support business growth and service improvements throughout the Council

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p><b>Digital Strategy Implementation</b></p> <p>Implementation of the technology and processes required to provide digital services our customers choose as their preferred channel</p> <p><b>IT2326_01</b></p>	<p>Enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency.</p> <ul style="list-style-type: none"> <li>• Implementation of Planning Portal including consultation functionality.</li> <li>• Implementation of the proprietary Document Management Solution for the Planning System to support flexible working.</li> <li>• Continue delivery of the appropriate technology to support agile working</li> </ul>	<p>Digital Strategy / Access Strategy with reporting tools implemented</p>	<p>Executive Director ICT and Business Transformation Manager</p>	<p>Leveraging further benefits from the MS Teams platform to reduce business mileage and enhance customer service experience.</p> <p>Integrate voice services and contact centre elements to service customer needs from any location.</p> <p>Business case and report to Cabinet will be required in order to obtain capital funding in the following years:</p> <p>2023/24 £0 2024/25 £40,000 2025/26 £40,000</p>

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p><b>New Ways of Working/Mobile/Agile Working:</b></p> <p>The Council will continue work to ensure agile working approaches continue to be fit for purpose</p> <p><b>IT2326_04</b></p>	<p>Review learning from the pandemic and forced agility</p> <p>Review access requirements in line with the Technical Infrastructure Architecture and ensure they remain fit for purpose to support agile working strategies</p> <p>Improvements to chamber and meeting rooms to support hybrid meeting arrangements</p> <p>Review of CAB solution</p>	<p>Learning from other Local Authority sites will inform the Council's approach</p>	<p>ICT &amp; Business Transformation Manager</p>	<p>Enable employees to work more efficiently, helping to improve service delivery.</p> <p>Reducing travel/mileage claims and reducing Council's carbon footprint.</p>
<p><b>ICT Security Compliance:</b></p> <p>PCI-DSS &amp; Government Connect - Maintain compliance with latest Security standards and support annual assessments</p> <p><b>IT2326_02</b></p>	<p>Compliance with latest Government and Payment Card Industry security standards.</p> <p>Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly.</p> <p>Renew Cyber Essentials Accreditation</p>	<p>ICT security solutions are researched/ implemented.</p> <p>Shared learning re cyber incidents.</p>	<p>ICT &amp; Business Transformation Manager</p>	<p>Continued compliance with industry standard best practice implementation of security systems and end user equipment to ensure council's systems remain appropriately protected whilst maintaining ability to continuously adapt to support new Agile Working methods and technologies</p>

**LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS**

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

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Digital Strategy Implementation	IT2326_01	-	40,000	40,000
New Ways of Working/Mobile/Agile Working (hybrid chamber)	IT2326_04	-	-	-
<b>Efficiencies Generated</b>				
ICT Solutions have enabled efficiencies in the following: <ul style="list-style-type: none"> <li>• Planning Public Access, Consultee access and Electronic Document Management system allows the council to operate more efficiently, make CO2 reductions and deliver against increased planning applications without more staff. Legal Services, Democratic Services and Environmental Health all benefit from the introduction of this technology</li> <li>• Mileage has reduced 35% due to improved use of technology</li> <li>• Kofax system has provided 56% invoice matching at first point of contact</li> </ul>				

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Efficiencies Generated (continued)</b>				
<ul style="list-style-type: none"> <li>• Improved technology has allowed the council to redirect staffing resources to allow additional activities to be carried out without increasing costs</li> <li>• Circa £5,000 - £10,000 per efficiency made with introduction of each technology estimated</li> <li>• Reduced handling, and in some cases elimination of paper from processes</li> </ul>				
<b>New business/increased income</b>				
-	-	-	-	-
<b>Net Change in Revenue Budgets</b>		<b>Note*</b>	<b>Note*</b>	<b>Note*</b>

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



## APPENDIX 2a

**FINANCIAL ESTIMATES 2023/24 - 2025/26****RESOURCES – REVENUE BUDGETS**

Classification	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Employees	5,189,540	5,558,300
Premises	275,730	312,750
Transport	32,650	31,900
Supplies & Services	2,589,980	2,767,150
Transfer Payments	14,950,910	12,344,400
Third Party Payments	266,020	266,650
Corporate Recharges	(1,734,940)	(1,874,900)
Capital Charges	3,300,753	3,476,350
Income	(6,798,450)	(7,009,390)
Income Benefits	(14,587,440)	(12,089,450)
<b>TOTAL</b>	<b>3,484,753</b>	<b>3,778,760</b>

The changes in the 2023/24 base budget for total net expenditure when compared with the 2022/23 revised estimate is primarily a consequence of the following items:

Classification	Change (£)
Employees – The increase in the budget for employee expenses in 2023/24 is due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24, offset on these budget lines by the reversal of the increase in National Insurance contributions.	368,760
Premises – This increase is primarily due to expected increases in utility and energy costs in this portfolio area.	37,020

Classification	Change (£)
<p>Supplies and Services – A net increase in costs which is largely due to the following changes:</p> <ul style="list-style-type: none"> <li>• A budget of £101k relating to Covid-19 Track and Trace grants will drop out of the 2023/24 base budget along with a budget of £16k relating to public protection work associated with Covid-19.</li> <li>• A net increase in printing and postage costs of £15k.</li> <li>• An increase in software maintenance recharges of £67k.</li> <li>• Revenue growth submission of £181k in respect of the Borough Council elections in May 2023. This will be offset by a contribution from Earmarked Reserves (see below).</li> </ul>	172,170
<p>Transfer Payments – This relates to Rent Allowances, Rent Rebates and Discretionary Housing Payment costs. This cost is largely offset by Government subsidy. The 2023/24 base budget estimate for transfer payments, which is based on mid-year estimates, shows a reduction in budget which is also reflected in the decrease in the Income Benefits budget below.</p>	(2,606,510)
<p>Corporate Recharges – A net increase in recharges for services within the General Fund and HRA for costs including ICT and Business Transformation, Finance, Legal, Human Resources, Health and Safety, Payroll, Creditors, Debtors, Support Services and Internal Audit. This increase reflects the cost of pay and price inflation which is then charged into front-line services.</p>	(139,960)
<p>Capital Charges – Additional Minimum Revenue Provision (MRP) charged to the General Fund, an increase in overall external borrowing costs along with other general increases in capital depreciation charges.</p>	175,597
<p>Income – the increase in net income between the 2022/23 revised and 2023/24 base budgets is primarily due to:</p> <ul style="list-style-type: none"> <li>• A net increase on Central Support Recharges, primarily to the HRA, of around £171k.</li> <li>• New Homes Bonus grant funding has moved to ‘Financing’ for budget setting for both revised and base.</li> <li>• An anticipated increase in investment interest of £115k; and</li> <li>• Other reductions in income forecasts of around £70k, primarily in relation to reduced income from subsidiaries (Liberty Leisure), land registry fees (migration to the Land Registry in 2023/24) and reductions in expected rental income in this portfolio.</li> </ul>	(210,940)

<b>Classification</b>	<b>Change (£)</b>
Income Benefits partly offset the expenditure included in Transfer payments above. As this expenditure is expected to reduce the related grants are also reduced.	2,497,990

### **Revenue Developments**

In addition to the budget above, a revenue development has been requested. This has been provisionally added to the budgets above, pending approval.

#### **Borough Elections 2023 (£181,000)**

A one-off budget of £181,000 is required in 2023/24 to fund all associated costs relating to the Borough Council Elections which will be taking place on 4 May 2023. These costs will include costs of election staff, premises costs (e.g. hire of facilities/venues), printing, postage and equipment costs, along with any other associated costs such as security, transport, etc.

This cost will be financed by a contribution from the Elections Earmarked Reserves.

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APPENDIX 2b

RESOURCES CAPITAL PROGRAMME

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
1	ICT Technical Infrastructure Architecture	296,000	196,000	50,000	50,000	
2	ICT Replacement and Development	212,000	112,000	40,000	60,000	
3	ICT E-Facilities	80,000	-	40,000	40,000	Scheme recommences in 2024/25
4	CMS Upgrade	7,600	7,600	-	-	
5	Contingency	180,000	60,000	60,000	60,000	
	<b>TOTAL</b>	<b>775,600</b>	<b>375,600</b>	<b>190,000</b>	<b>210,000</b>	
	<b>Reserve Items</b>					
6	IKEN Upgrade	5,400	5,400	0	0	Ongoing revenue costs of £800

**RESOURCES CAPITAL PROGRAMME 2023/24**1. ICT Technical Infrastructure Architecture (£196,000)

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

2. ICT Replacement and Development (£112,000)

Provides for the replacement of PCs, laptops, servers, printers and scanners in accord with the Council's ICT replacement programme. This budget includes a potential scheme to offer all new Members with laptops in 2023/24 (£35k).

3. ICT E-Facilities (£0 in 2023/24, £80,000 across future years)

This item is included in the rolling three-year programme but will not commence until 2023/24. Project includes the major themes of digital engagement and development including website and mobile technologies development, with continued investment of the website and content management system with an open source solution; continued investment of mobile technologies; and exploiting the Council's data.

4. CMS Upgrade (£7,600)

An upgrade is required for the Council's content management system (website management system) in spring 2023 as the current version will no longer be supported in terms of security requirements.

5. Capital Contingency (£60,000)

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

**Reserve Items**6. IKEN Upgrade (£5,400)

New modules added to IKEN (Case Management) system to improve functionality therefore efficiency in Legal Services.

## APPENDIX 2c

## RESOURCES – REVIEW OF FEES, CHARGES AND ALLOWANCES

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

1. Fees for Local Land Charges/Enquiries

	Present 2022/23 £	Proposed 2023/24 £
Land Charges Search/Standard Enquiries *	107.50	96.00
Additional enquiries (standard)	10.00	14.00
Additional enquiries (other)	15.00	20.00
Additional parcels	12.00	16.00

\* The proposed figure for 2023/24 includes £27.25 payable to Nottinghamshire County Council in respect of questions answered by the County Council. Since April 2017 VAT has been payable on CON29 information.

2. Summons Charges

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

3. Use of Council Accommodation

	Present 2022/23 £	Proposed 2023/24 £
<b>Council Chamber</b>		
Weekdays per hour (up to 5pm)	40.00	44.00
Weekdays per hour (after 5pm)	44.50	48.00
Saturday/Sunday per hour	n/a	n/a
Daily Rate Weekdays Only (up to 5pm)	96.00	105.00
Half Day Rate Weekdays Only	58.00	63.00
<b>Reception Meeting Room</b>		
Half Day Rate Weekdays Only	10.00	11.00

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

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

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**Report of the Monitoring Officer**

**SCRUTINY WORK PROGRAMME**

1. Purpose of report

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

2. Recommendation

**The Committee is asked to CONSIDER the report and RESOLVE to agree subjects to be considered for review.**

3. Detail

In addition to aligning with corporate priorities members may wish to consider the criteria for topic selection as:

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

4. The work programme for the next three meetings is as follows

23 February 2023	<ul style="list-style-type: none"> <li>• Consideration of a future work programme</li> </ul>
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Background papers

Nil

APPENDIX

1. Topics under review:

Topic	Committee/Group	Start date	Proposed Cabinet submission
Cost of Living	Overview and Scrutiny Committee/Working Group	10/11/22	TBC
Missed Bin Collections	Overview and Scrutiny Committee/Working Group	16/12/22	TBC

2. Topics reserved for future consideration:

	Topic	Topic suggested by	Link to corporate priorities/values
1.	Broxtowe Lotto	Councillor S J Carr	A strong caring focus on the needs of all communities
2.	Disabled Facilities Grants	Councillor B C Carr	The Housing aim of a good quality home for everyone
3.	Review of Leisure Provision	Councillor S Easom	Continuous improvement and delivering value for money
4.	Environment Strategy	Overview and Scrutiny Committee	This links to all of the Council's Corporate Priorities.
5.	Child Poverty	Overview and Scrutiny Committee	A strong caring focus on the needs of all communities
6.	Budget Consultation	Overview and Scrutiny Committee	Continuous improvement and delivering value for money
7.	Houses In Multiple Occupation	Overview and Scrutiny Committee	The Housing aim of a good quality home for everyone
8.	Service Provided by the Duty Planning Team and Acknowledgment of Calls	Overview and Scrutiny Committee	Continuous improvement and delivering value for money

	Topic	Topic suggested by	Link to corporate priorities/values
9.	Agile Working	Overview and Scrutiny Committee/Working Group	Continuous improvement and delivering value for money

**3. Topics deferred:**

	Topic	Topic suggested by	Notes	Link to corporate priorities/values
1.	Housing Repairs Review	Councillor P J Owen	This topic has been deferred to allow for services to be reviewed. Committee to be updated at a future meeting from Head of Housing.	Continuous improvement and delivering value for money

**4. Topics suggested for Scrutiny since the last meeting:**

	Topic	Topic suggested by	Expected outcomes	Link to corporate priorities/values
1.	Homes for Life	Cabinet	To ensure that future house designs in the borough considered adaptations for the future needs of residents.	The Housing aim of a good quality home for everyone
2.	Mental Health and Neuro Diversity Challenges	Cabinet	To ensure that employees with mental health and Neuro Diversity challenges are supported.	The aim of continuous improvement

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