

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

**BUSINESS PLANS AND FINANCIAL ESTIMATES 2022/23 - 2024/25**1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2022/23; capital programme for 2022/23 to 2024/25; and proposed fees and charges for 2022/23 in respect of the Council's priority areas.

2. 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.

Under the Constitution, financial and business planning is reported to the Committee which has primary responsibility for oversight of the relevant corporate priority area and related services, in this case Business Growth.

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.

Following consideration by the respective Committees, a summary of the estimates, including any changes recommended, will be presented to the Finance and Resources Committee on 10 February 2022 for consideration and recommendation to Full Council on 2 March 2022.

**Recommendations**

1. **The Committee is asked to RESOLVE that the Business Growth Business Plan be approved.**
2. **The Committee is asked to RECOMMEND that the Finance and Resources Committee recommends to Council that the following be approved:**
  - a) **The detailed revenue budget estimates for 2022/23 (base) including any revenue development submissions.**
  - b) **The capital programme for 2022/23 to 2024/25**
  - c) **The fees and charges for 2022/23.**

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 2022/23 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 each Committee to consider its 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 2021/22 revised estimate as of December 2021 and the 2022/23 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 2022/23 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of utilities. 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 2022-25 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, 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

## APPENDIX 1a

**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 updated 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.

## APPENDIX 1b

**BUSINESS GROWTH BUSINESS PLAN 2022–2025**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 quarterly by this Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

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

### 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 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Town Centre occupancy rates: <b>(TCLocal_01)</b>	91%	91%	91%	91%	91%	91%	Business Growth Manager
<ul style="list-style-type: none"> <li>Beeston</li> </ul>	95%	93%	92%	90%	95%	95%	Targets are adjusted for the future due to the severe impact of COVID-19 on the high streets of our towns. Predicting decreased occupancy in 20/21.  *Kimberley has a lower target due to the lower number of commercial units, leading to a higher representation per unit.
<ul style="list-style-type: none"> <li>Kimberley</li> </ul>	92%	87%	90%	*80%	*93%	93%	
<ul style="list-style-type: none"> <li>Eastwood</li> </ul>	89%	91%	88%	85%	93%	93%	
<ul style="list-style-type: none"> <li>Stapleford</li> </ul>	86%	87%	89%	85%	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 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Major planning applications determined within 13 weeks <b>(NI157a)</b>	92.0%	100%	100%	92%	92%	92%	Head of Planning and Economic Development  Targets are realistic with up to date policy expectations clearly set out in the Part 2 Local Plan thus saving time on S106 agreements negotiations. Government's threshold for performance is 60%

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Minor planning applications determined within 8 weeks (NI157b)	94.7%	97.4%	98.2%	94%	94%	94%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target. The government's threshold for performance is 70%
Other planning applications determined within 8 weeks (NI157c)	98.3%	99.6%	98.8%	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) (BV204)	33.3%	35.3%	27.8%	10%	10%	10%	2018/19 - 4 of 12 appeals allowed 2019/20 - 6 of 17 appeals allowed 2020/21 – 5 of 18 appeals allowed
Appeals allowed against refusals % (Committee overturns) (DSData_18)	33% (9)	50%	50%	10%	10%	10%	In 2018/19 the 9 appeals allowed were out of a total of 15 overall decisions. This is monitored from 2019/20.

## KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/22 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
New 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 June 2022	This work includes COVID-19 recovery actions and will focus on key drivers of growth as an answer to transition and local needs – consultation draft to be produced June 2022
Bring forward the Core Strategy review <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 in 2023.	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 £80,000
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. Toton and Chetwynd likely to be next to be adopted in 2022	Town and Parish Councils	Head of Planning and Economic Development Target dates will vary depending on the details of each emerging Plan.	Make a claim for up to £20,000 per plan if progress to referendum

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Policy intervention on HiMO <b>BG2023_06</b>	Article 4 and Supplementary Planning Document (SPD) working for adoption in 2022	None	Head of Planning and Economic Development Consultation starting January 2021. Adoption of SPD Spring / Summer 2022	Possible compensation claims submitted by residents affected by the scheme. Amount unknown.
Gypsy and Traveller site allocation <b>BG2023_07</b>	Reports to Jobs and Economy Committee for appropriate actions in 2022	Study of need to be jointly procured with Greater Notts JPAB	Head of Planning and Economic Development Depends on consideration of 2021 Greater Nottingham Gypsy & Traveller Accommodation Assessment, as part of the Core Strategy review	Dependant on location and further feasibility work
Deliver Stapleford Town Deal <b>BG2225_01</b> (New)	Develop and deliver the 6 projects identified for Stapleford Town Deal	Delivery partner Leads – Support the Town Deal Board – Programme management and accountable body function	Regeneration Project Manager Economic Development & Regeneration Manager Deputy Chief Executive March 2026	The Borough is the accountable body for £21.3 Million which must be defrayed by 2025 –The current profile is over programmed and will need to be managed downwards
Eastwood Regeneration Plan <b>BG2124_03</b>	Regeneration and Development of Eastwood Town Centre and environs	Activity should be shaped around the demands of a Levelling Up Bid but transferable to other programmes or independent delivery	Regeneration Project Manager Economic Development & Regeneration Manager <b>Start</b> Feb 2021 <b>Plan Due</b> Dec 2021 <b>Bid Ready</b> Apr 2022	Subject to external funding opportunities. A bid is targeted for the 2 <sup>nd</sup> round of LUF in Spring 2022.  There will need to be resource to develop the bid

Action ( <b>Pentana Code</b> )	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Kimberley Regeneration Plan <b>BG2124_04</b>	Regeneration and Development of Kimberley Town Centre and environs	Activity should be shaped around the demands of a Levelling Up Bid but transferable to other programmes or independent delivery	Regeneration Project Manager Economic Development & Regeneration Manager <b>Start</b> Jun 2021 <b>Plan Due</b> Jan 2022 <b>Bid Ready</b> Apr 2022	Subject to external funding opportunities targeted for the second round of LUF. A bid is to be prepared by Spring 2022.  There will need to be resource to develop the bid
Support the work programme of the East Midlands Development Corporation <b>(EMDC2225_01)</b> (New)	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
Creation and establishment of two new markets <b>(BG2225_02)</b> (New)	A new market in Stapleford and Kimberley	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	July 2022	Funding for growth from income generation and grants.  Weekly markets were launched in Stapleford in April 2021 and continued throughout the year.  Introductory market event held in Kimberley in December 2021 to launch the weekly market starting in 2022.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Growth of markets and events activities in Beeston (BG2225_03) (New)	One event or festival and stall growth of 15% on the 2020 average	BBC statutory and regulatory services	Regeneration and Economic Development Manager Markets Officer July 2022	Need to establish post as a permanent post with small development budget

### 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	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £
<b>Budget Implications</b>				
Bring forward the Core Strategy review	BG2023_05	0	80,000	0
Deliver Stapleford Town Deal	BG2225_01	Project dependent	Project dependent	Project dependent
<b>Efficiencies Generated</b>				
None	-	-	-	-
<b>New business/increased income</b>				
Creation and establishment of two new markets	BG2225_02	TBC	TBC	TBC
Growth of markets and events activities in Beeston	BG2225_03	TBC	TBC	TBC
<b>Net Change in Revenue Budgets</b>		-	<b>80,000</b>	-