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

---

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 priority area and related services. Although there is no single corporate priority for this Committee, business plans and financial estimates in respect of the support service areas are within the remit of this Committee.

   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.

   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 Plans relating to the support service areas be approved.**

2. **The Committee is asked to RECOMMEND 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 plans covering 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, the capital programme and the 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, along with the financial impact in section 5 of the business plans.

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

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 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 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

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:

Going the extra mile: *a strong, caring focus on the needs of communities*
Ready for change: *innovation and readiness for change*
Employees: *valuing our employees and enabling the active involvement of everyone*
Always improving: *continuous improvement and delivering value for money*
Transparent: *integrity and professional competence.*

Objectives

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

The 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 2022–2025

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 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 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % **(BVPI 8)**	99.3%	97.2%	98.6%	99%	99%	99%	Head of Finance Services
Working days (per FTE) lost due to sickness absence **(BVPI12a)**	8.69	10.88	7.89	7.50	7.50	7.50	Payroll and Job Evaluation Manager 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)**	3.22	3.34	2.33	2.50	2.50	2.50	
Working days (per FTE) lost due to longer term absence **(HRLocal_18)**	5.47	7.54	5.56	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 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days **(FPLocal_09)**	97.6%	92.6%	96.5%	98%	98%	98%	Head of Finance Services
Sundry debtors raised in any one financial year paid in that year **(FPLocal_02)**	83.5%	83.4%	75.2%	90%	90%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year **(FPLocal_03)**	97%	86%	89%	90%	90%	90%	Chief Audit and Control Officer
Procurement compliant contracts as identified in the Contracts Register **(FPLocal_11)**	90%	90%	90%	95%	95%	95%	Chief Audit and Control Officer 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.
Cases issued at magistrates' court which were successful and a sentence was imposed **(LALocal_13)**	100%	100%	100%	90%	100%	100%	Head of Legal Services and Deputy Monitoring Officer

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)
Full registration of unregistered deed packets with Land Registry (LSLocal_01)	-	-	-	-	64	64	A total of 613 Deed packets still need to be registered as of 19 October 2021. With the current resource available Legal services can currently to register 16 Deed packets a month. Land Registry target is for all public sector owned land to be registered by 2025.
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (LSLocal_02)	-	-	-	-	80%	90%	Head of Legal Services\nNew Performance Indicator 2022/23\nLinks with Business Growth Objective
First draft of contract completed within 10 working days from receipt of full instruction (LSLocal_03)	-	-	-	-	80%	90%	Head of Legal Services\nNew Performance Indicator 2022/23\nLinks with Business Growth Objective
First draft of commercial lease completed within 10 working days from receipt of full instruction (LSLocal_04)	-	-	-	-	80%	90%	Head of Legal Services\nNew Performance Indicator 2022/23\nLinks with Business Growth Objective
Individually registered electors in the borough (LALocal_08)	84,788	87,126	85,744	87,500	87,500	87,500	Head of Administrative Services\n84,226 registered electors on 1 December 2021.
Freedom of Information requests replied to within 20 working days % (LALocal_12)	96.5%	96.0%	96.3%	85% (Revised)	85%	85%	Head of Governance and Deputy Monitoring Officer\nNational target set by the Information Commissioners' Office is 85%.
Subject Access Requests responded to within one month GSLocal_001	N/A	N/A	N/A	100%	100%	100%	Head of Governance and Deputy Monitoring Officer

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)
LALocal_04 The % of complaints acknowledged within the specified time (LALocal_04)	94%	97%	97.5%	100%	*100%	*100%	Head of Governance and Deputy Monitoring Officer *Acknowledgements to be made in five working days from May 2021 in accordance with legislation.*
Councillors with an Annual Training Plan (GSLocal_02)	N/A	N/A	N/A	25%	100%	100%	Head of Governance and Deputy Monitoring Officer
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	-	-	-	-	100%	100%	Head of Governance and Deputy Monitoring Officer New performance indicator 2022/23 Legislative requirement for (proposed) Cabinet Model
Number of call-ins following Cabinet decisions responded to in full within legislative timescale (GSLocal_007)	-	-	-	-	100%	100%	Head of Governance and Deputy Monitoring Officer New Performance indicator 2022/23 Legislative requirement for (proposed) 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
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	6.90%	6.25%	6.92%	8%	8.5%	9%	Improvement on the previous year despite recruitment slowing down during pandemic. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters. Not all employees declare a disability

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)
Ethnic minority representation in the workplace (BVPI 17a)	6.44%	7.24%	8.24%	8%	9%	10%	The latest census data shows that 7.8% of individuals within the borough are from a BAME background.
Annual employee turnover (HRLocal_06)	13.98%	10.32%	5.06%	12%	12%	12%	Human Resources Manager 13% for local authorities in England 2018/19
Employees qualified to NVQ Level 2 and above (HRLocal_07)	85%	87%	86%	88%	88%	88%	Positive increase on previous year Overall skills levels remain stable, as nearly all new starters now come with level 2 or above. If the number of leavers with higher qualifications is higher than the number of new starters this results in a slight overall skill level drop.
Industrial Units vacant for more than 3 months (CPLocal_01)	1.6%	1.7%	0%	5%	5%	5%	Estates Manager The industrial units have had some tenant changes but remain fully let.
Industrial Unit tenants with rent arrears (CPLocal_02)	1.6%	5%	1.98%	5%	5%	5%	Estates Manager
Beeston Square Shops vacant for more than 3 months % (CPLocal_05)	7.69%	0%	19%	5%	6%	6%	Estates Manager Two units vacant out of 11 shops. From 2022/23 indicator will include Phase 2 (a further 5 units) Refurbishment of part of the square is planned.

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)
Occupancy of Business Hub Units (CPLocal_07) (New)	-	-	-	-	85%	85%	Head of Asset Management and Development New Performance Indicator 2022/23. A percentage void is desirable to offer space to newly developed businesses whilst other growing businesses move out.

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 FP2023_01	The Council's updated Financial Regulations to be adopted by the Council.	None	Deputy Chief Executive Head of Finance Services December 2022	Approval required at Full Council
Produce draft statement of accounts in accordance with statutory deadlines FP2023_07	Final draft accounts to be produced for external auditors to scrutinise by end of July	None	Head of Finance Services July 2022	Additional interim support agreed by Finance and Resources Committee on 10 October 2019.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implementation of Intelligent Scanning ensuring automated matching of valid purchase orders to invoices **FP1922_03**	Ensure compliance with Financial Regulations in respect of raising purchase orders. Reduction in time taken to process invoices received. Effective internal control and reduction of paper invoices	Civica	Head of Finance Services Chief Accountant June 2022	Efficiency expected with improved speed and accuracy of processing
Review the Civica Pay/ ICON Finance System **FP2023_02**	Resolve technical issues in respect of the Civica Pay / ICON system and bank reconciliation modules. Procurement exercise to be planned in advance of new contract in 2024	Civica	Head of Finance Chief Accountant March 2023	Resourcing of service
Determine the Council's procurement approach to ensure that it meets needs and objectives **FP1922_05**	Review current procurement arrangements to ensure that the Council has sufficient expertise to maintain compliance with regulations.	To be determined	Head of Finance Services Chief Audit and Control Officer September 2022	May require additional resources – Impact to be determined.
Implement and further develop the new contract management framework across the Council **FP2023_05**	Establishing a corporate contract management framework to include performance management arrangements / reporting.	None	Chief Audit and Control Officer Procurement and Contracts Officer June 2022	Opportunities for savings and efficiencies may be achieved through effective contract management.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Further develop the existing Internal Audit collaboration with Erewash Borough Council **FP2023_06**	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 2022	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.
Progressing the completion of First Registration of Council owned land **LA1821_02**	Achieve 100% registration of unregistered Council land	Land Registry Planning and Regeneration Team Legal Officers	Head of Legal and Deputy Monitoring Officer December 2025	Additional resource recruited Land Registry backlog may affect timescales
Draft constitution to a Leader/Cabinet Governance Model **LS2225_01** (New)	Roll out relevant training to allow the new Cabinet Governance Model to commence from May 2022	Senior Officers Democratic Services Officers Members Monitoring Officer Deputy Monitoring Officers	Monitoring Officer Deputy Monitoring Officers Head of Governance May 2022	External support may be required to complete task to achieve the tight deadline
To undertake a service review and develop Service Level Agreements for internal clients of Legal Services **LS2225_02** (New)	Aligning service delivery to service needs and expectations. To support with corporate plan delivery	Client departments Head of Services and Officers	Head of Legal & Deputy Monitoring Officers Senior Officers April 2022	To ensure client department needs are met appropriately and efficiently to improve service resilience.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Investigation of Iken Software to improve case management and reporting of Legal services workflow **LS2225_03** (New)	Workflow Module to streamline the process and efficiency when dealing with instructions. Management Information module will produce reports that will help manage and develop the team's performance and provide necessary case reports for the client departments.	ICT Iken Legal Officers Finance	Head of Legal May 2022	Budget to be estimated costs £5,000 with annual fee of £1000. Budget pending GMT approval
To collate and evaluate data and findings of the service review against the data from the new Iken modules to consider whether a legal service structure review is required **LS2225_04** (New)	To establish whether we have sufficient resource and necessary skills within the team to deliver the required service.	Heads of Services Officers Finance	Head of Legal September 2022	Possible budgetary requirements, if it is found that we need more legal resource. Although, there is also a potential for efficiencies to be identified.
Transfer of land charges function to Land Registry **DEM1518_02**	Fully electronic register and successful transfer to 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 **DEM1518_01**	Revision of all parish boundaries so that existing anomalies are removed wherever possible		Head of Administrative Services June 2022	Work commenced in June 2021 and will be concluded to enable any changes to boundaries to be effective for the elections in May 2023.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Polling District Review **AS2225_01** (New)	Revision of Polling District boundaries in light of changes made to parish boundaries through the Community Governance Review and a full review of polling places and polling stations to ensure that they are all still appropriate and accessible		Head of Administrative Services December 2022	Work will commence in July 2022 and will be concluded to enable any changes in either Polling District boundaries and/or polling places to be effective for the elections in May 2023.
Development of Performance Standards for the Electoral Registration Officers function **AS2225_02** (New)	A range of performance measures to ensure that the standards set by the Electoral Commission for the electoral registration function and elections are met		Head of Administrative Services May 2022	The standards will be reviewed regularly to ensure that outcomes are still appropriate
Roll out phase 2 of the committee management system **DEM1922_01**	More efficient and effective production and distribution of agendas and improved website information		Democratic Services Manager April 2022	Programme in development to produce reports internally through the management system Within existing budget
Undertake service review **DEM2124_04**	Establish and define the functions, procedures and performance standards in Governance Services to ensure legislative and corporate requirements are met, updating policies as required		Head of Governance May 2022	Head of Governance and Deputy Monitoring Officer 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 **DEM2225_01** (New)	Enhance the member training programme to update skills to promote sound decision-making.		Head of Governance June 2023	Head of Governance and Deputy Monitoring Officer Within existing budget
To define the System of Governance for the (proposed) Cabinet model **DEM2225_02** (New)	A robust framework to support the decision making work of elected members.	Independent Remuneration Panel Chief Officers	Head of Governance May 2022	Head of Governance and Deputy Monitoring Officer Within existing budget
Implement, Review and adjust the System of Governance for the (proposed) Cabinet model **DEM2225_03** (New)	Ensure the (proposed) System of Governance for the Cabinet model is effective and meets the needs to the Council's constitution		Head of Governance July 2022	Head of Governance and Deputy Monitoring Officer Within existing budget
Evaluate the provision of mobile surveillance camera to provide flexibility of the service to meet changing demands **DEM2225_04** (New)	To assess funding required to enhance the service		Head of Governance CCTV and Parking Manager September 2022	Cost of mobile surveillance camera – estimated £10K
All Managers at Broxtowe to be offered mental health first aid training **(HR2225_01)** (New)	Managers become more skilled at supporting employees through mental health challenges	Health and Safety Manager	Human Resources Manager March 2023	Delivered in house within existing resources
75% of Managers at Broxtowe to be offered neurodiversity training **(HR2225_02)** (New)	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

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce and start to implement a new Wellbeing Strategy **(HR2225_03)** (New)	Support the wellbeing of the workforce and assist in managing stress related absence	None	Human Resources Manager September 2022	Reduced absence will improve productivity
Complete a new Learning and Development action plan and implement it **(HR2225_04)** (New)	Raise skills of employees, fill skill gaps, producing better outcomes for residents	Any external input to delivering the plan will be done within existing financial standing orders	Human Resources Manager June 2022	Costs within corporate training budget
Refresh, renew and implement the Apprenticeship Strategy and action plan **(HR2225_05)** (New)	Increase the number of apprentices employed by the council Reduce the average age of the workforce Improve succession planning Fill skill gaps and grow our own workforce	Work with local colleges and universities and other training providers which run suitable training courses for apprentices	Human Resources Manager May 2022	Costs within existing staffing budget
Review, streamline and simplify the application and recruitment process **(HR2225_06)** (New)	Increase numbers of applications for jobs at Broxtowe	N/A	Human Resources Manager May 2022	Fewer unfilled vacancies will reduce agency costs
Implement a rolling schedule of HR policy reviews **(HR2225_07)** (New)	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
Implement the replacement asset management plan for 2021 to 2026 **CP2023_01**	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager April 2026	Tender process undertaken. Report to Committee in January 2022
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 2022	Cost of any required software upgrades, possible use of external valuers to assist with asset valuations
Maximise commercial revenue from Beeston Square **(CP2225_01)** (New)	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

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 £
Budget Implications				
Provision of mobile surveillance camera – subject to evaluation	**DEM2225_04**	(Est) 10,000	0	0
Progressing the completion of First Registration of Council owned land	**LA1821_02**	TBC	-	-
Improve IKEN Case Management System - reporting and workflow for Legal Services	**LS2225_03**	(Est) 5,000	Est 1,000	Est 1,000
Review of Legal Services	**LS2225_04**	TBC	-	-
Efficiencies Generated				
Improvements in the IKEN Case Management System – Enabling reporting and improved workflow for Legal Services	**LS2225_03**	-	TBC	TBC
Reduce absence	**HR2225_03**	(Est) 20,000	30,000	40,000
New business/increased income				
Erewash Internal Audit	**FP2023_06**	TBC	TBC	TBC
Net Change in Revenue Budgets		**Note**	**Note**	**Note**

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

REVENUES, BENEFITS AND CUSTOMER SERVICES BUSINESS PLAN 2022–2025

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.

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 is revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Finance and Resources 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)
Council Tax collected in year % (BV9)	98.5%	98.3%	97.0%	97.5% (Revised) 98.0% (original)	98.0%	98.0%	Head of Revenues, Benefits and Customer Services Performance has been significantly affected by COVID-19 and a lack of recovery options available due to court closures. It is likely that it will take several years to recover to pre-pandemic levels.
Non-domestic rates collected in the year % (BV10)	99.1%	98.6%	96.6%	97.5% (Revised) 98% (Original)	98.0%	98.2%	Head of Revenues, Benefits and Customer Services Performance has been significantly affected by COVID-19 and a lack of recovery options available due to court closures. It is likely that it will take several years to recover to pre-pandemic levels.
% of DHP contribution compared to DWP grant (FRLocal_15)	95.3%	99.7%	86%	100%	100%	100%	Head of Revenues, Benefits and Customer Services The Council always attempts to ensure that it spends 100% of the government allocation.

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)
Number of online payment transactions to the Council (CSLocal_14)	67,541	62,111	53,479	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 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average time (days) to process Benefit claims (BV78a)	11.4	8.6	8.7	9	9	9	Head of Revenues, Benefits and Customer Services Performance has been affected by COVID-19 and the subsequent increase in the number of people requiring support.
Average time (days) to process Benefit change of circumstances (BV78b)	3.9	4.4	3.5	4	4	4	Head of Revenues, Benefits and Customer Services Performance has been affected by COVID-19 and the subsequent increase in the number of people requiring support.
Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (BV79b(ii))	29.0%	26.5%	20.7%	20%	25%	25%	Head of Revenues, Benefits and Customer Services This area has been significantly affected as a result of COVID-19. On DWP guidance, most recovery action was placed on hold. It is anticipated that it will take several years to reach pre-pandemic levels.

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)
Calls handled *(Answered in Contact Centre)* **(CSData02)**	79,800	73,800	69,335	75,000	73,000	71,000	Head of Revenues, Benefits and Customer Services During 2020/21, the Customer Services team experienced system technical issues and a reduced resource capacity.

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
Manage the introduction of Universal Credit (UC) **RBCS1620_01**	Transfer of working age HB claims to UC will be administered by the DWP	Other council departments, system suppliers and DWP	Head of Revenues, Benefits and Customer Services March 2024	Roll out of UC continues and will reduce the amount paid out by the Council. This will impact on Subsidy amounts that can be claimed.
Update the Council's face to face customer contact experience **RBCS1620_06**	To create a modern welcoming environment for customers.	Work with partners and other council departments.	Head of Revenues, Benefits and Customer Services April 2022	Implementation is partly dependent on progress of the New Ways of Working Project and the resources to make physical changes to reception
Business Rates Review **BCS2023_01**	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 2022	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

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Evaluate and implement Civica OpenChannel **RBCS2124_01**	To implement the OpenChannel module provided by Civica giving end to end online functionality for Customers in Council Tax and Benefits	Civica, using the relevant procurement framework	Head of Revenues, Benefits and Customer Services August 2022	Promoting online facilities allowing integration with the back office system. Initial quotation is capital cost of £69k with ongoing maintenance of £19k per annum. 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. It is anticipated that this could be the equivalent of two FTE's across Revenues, Benefits and Customer Services totalling around £50k per annum efficiency. Discussions continue with Civica around the proposed cost of the software and implementation.
Reduce telephone abandonment **RBCS2023_03**	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 2022	Identify aspects of unavoidable contact and develop strategies to reduce the number of calls received.
Council Tax Single Person Discount Review **RBCS202225_01** (New)	To conduct a risk based review of all Single Person Discounts.	Evaluation of potential partners remains ongoing	Head of Revenues, Benefits and Customer Services August 2022	Contract with external organisation will be approximately £15,000. It is to be negotiated with all precepting Authorities that an appropriate contribution will be made from each Council. This would mean Broxtowe pick up approximately 10% of this charge.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Email Connect **RBCS202225_02** (New)	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 October 2022	Information@work have provided a quote of £13,400

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 £
Budget Implications				
Evaluate and implement Civica OpenChannel	RBCS2124_01	69,000	19,000	19,000
Update the Council's face to face customer contact experience	RBCS1620_06	100,000	-	-
Business Rate Review	RBCS2023_01	20,000	20,000	20,000
Single Person Discount Review	RBCS2225_01	15,000	-	-
Email Connect	RBCS2225_02	13,400	-	-
Efficiencies Generated				
Evaluate and implement Civica OpenChannel	RBCS2124_01	-	(25,000)	(25,000)
Business Rate Review	RBCS2023_01	200,000	100,000	100,000
Single Person Discount Review	RBCS2225_01	100,000	70,000	50,000
Email Connect	RBCS2225_02	10,000	20,000	20,000
New business/increased income				
Net Change in Revenue Budgets		**Note**	**Note**	**Note**

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

ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2022–2025

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 is revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Finance and Resources 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)
System Availability (ITLocal_01)	99.8%	99.9%	100%	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 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	100%	96%	97.77%	98%	98%	98%	ICT & Business Transformation Manager
BBSi Programme Completion (ITLocal_04)	100%	96.8%	100%	100%	100%	100%	ICT & Business Transformation 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
Telephony: The Council will continue to leverage and look to enhance the benefits of Microsoft Teams **IT2225_03**	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	
Digital Strategy Implementation Implementation of the technology and processes required to provide digital services our customers choose as their preferred channel **IT2225_01**	To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency. • Implementation of Planning Portal including consultation functionality. • Implementation of the proprietary Document Management Solution for the Planning System to support flexible working. • Continue delivery of the appropriate technology to support agile working.	Digital Strategy / Access Strategy with reporting tools implemented	Executive Director ICT and Business Transformation Manager	Leveraging further benefits from the Microsoft Teams platform to reduce business mileage and enhance customer service experience. Integrate voice services and contact centre elements to enable employees to service meet customer needs from any location. Estimated Costs - Business case and report to Committee will be required in order to obtain capital funding in the following years: 2021/22 £40,000 2022/23 £40,000 2023/24 £40,000

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
New Ways of Working/Mobile/Agile Working: The Council will continue work to ensure agile working approaches continue to be fit for purpose **IT2225_04**	• Review from pandemic and forced agility, identify lessons learned • Review access requirements in line with the Technical Infrastructure Architecture and ensure remain fit for purpose to support agile working strategies.	Learning from other Local Authority sites will inform approach	ICT & Business Transformation Manager	
ICT Security Compliance: PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments. **IT2125_02**	• Compliance with latest Government and Payment Card Industry security standards. • Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly. • Renew Cyber Essentials Accreditation	ICT security solutions are researched/ implemented. Shared learning re cyber incidents.	ICT & Business Transformation Manager	

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 £
Budget Implications				
Digital Strategy Implementation	**IT2225_01**	(Est) 40,000	40,000	40,000
-				
Efficiencies Generated				
-		-	-	-
New business/increased income				
-		-	-	-
Net Change in Revenue Budgets		**Note**	**Note**	**Note**

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