

Joint Report of the Deputy Chief Executive and the Executive Director

BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 – ENVIRONMENT AND CLIMATE CHANGE1. 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 Environment Business Plan and the Bereavement Services 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 Environment 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.

It is also part of the remit of this Committee to provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility. To meet this requirement, an extract of the proposed Bereavement Services Business Plan (appendix 1c) is also presented for consideration.

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 Environment 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 covering the priority area of Environment and Bereavement Services. 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 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 Environment Business Plan and the Bereavement Services Business Plan and associated budgets covering these priority areas. 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 energy and 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 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 priorities and objectives for **Environment** are ‘The environment in Broxtowe will be protected and enhanced for future generations’:

- Develop plans to reduce our carbon emissions to net zero by 2027 and start implementing them
- Invest in our parks and open spaces
- Increase recycling and composting.

APPENDIX 1b

ENVIRONMENT BUSINESS PLAN 2023–2026Introduction

An extract of the proposed Environment Business Plan is provided below that 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 extracts 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 detail the projects and activity undertaken in support of the Corporate Plan priority of **Environment**.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in 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 (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)
Household waste recycled and composted (NI192) (This includes all waste and recycling material collected from households in the borough. It excludes material collected from the household waste and recycling sites)	38.8%	39.3%	37.5%	42%	43%	+ 1% per annum	Waste and Climate Change Manager A recycling rate of 39% is projected for 2022/23 based on midyear data. The recycled percentage rate has not been as high as anticipated due to limited resident engagement. Waste being placed in the black bin remains above pre-COVID levels, whilst recycling has decreased (including garden waste which has been impacted by a dry summer). Recruitment for a Waste Engagement Officer has proved difficult and the post is currently being reviewed.
Annual Reduction in Broxtowe Borough Council own operation Carbon emissions (tCO ₂ e) (CCGF_001) (New)	-	12%	3%	As described in refreshed Climate Change Strategy that is to be presented to Cabinet in March 2023			Waste & Climate Change Manager New Performance Indicator 2023/24 that will track progress towards achieving the aim to be Net Carbon Zero by 2027. Some of the utility data has been estimated for 2020/21.
Cut carbon emissions by 50% by 2026/27 based on a 2018/19 baseline (tCO ₂ e) (CCGF_002) (New)	3,617	3,191	3,099	As described in refreshed Climate Change Strategy that is to be presented to Cabinet in March 2023			Waste & Climate Change Manager New Performance Indicator 2023/24. 2018/19 baseline = 3,704 tCO ₂ e

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)
Green Rewards: Tonnes of carbon emissions avoided through Green Rewards activities (tCO ₂ e) (CCGF_003) (New)	-	-	47	100	110	110	Waste & Climate Change Manager New Performance Indicator 2023/24 The Green Rewards scheme
Parks achieving Broxtowe Parks Standard % (PSData_09)	96%	98%	98%	100%	100%	100%	Parks and Green Spaces Manager Sample sites assessed on an annual basis

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)
Green Flags/Community Green Flags (PSLocal_02)	5	5	5	5	5	5	Parks and Green Spaces Manager Target is to maintain the number of Green Flags. Sites independently assessed on an annual basis

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)
Garden Waste Subscriptions (WMDData_03b)	20,094	21,429	22,304	22,100	22,100	22,100	Waste and Climate Change Manager Currently garden waste subscriptions are slightly below target (21,793 as of mid Oct). Whilst numbers are expected to increase by the end of the season, it is anticipated that the target numbers may not achieve target. The reduction in subscription numbers could be due to the hot summer and the cost of living crisis.
Income generated by garden waste subscriptions (WMDData_03c)	£701k	£779k	£859k	£884k	£890k	£890k	Waste and Climate Change Manager The income for 2022/23 is slightly behind target due to lower subscription figures. The income target for 2023/24 is based on maintaining the current customer base, and a £1 increase for garden waste subscriptions.
Income generated through Trade Waste (WMDData_06)	£585k	£546k	£619k	£590k	£633k	£633k	Waste and Climate Change Manager In 2022/23 the numbers of trade customers have increased slightly and the income generated is likely to above target. Income projection for 2023/24 is based on maintaining customer base and an increase in the fees and charges.
External income generated through Environmental Services (WMDData_08)	£65k	£221k	£209k	£190k	£190k	£190k	Waste and Climate Change Manager Anticipated that income for 2022/23 will be achieved. The targets for 2023/234 onward are based on maintaining current income level and the assumption that the highway grass cutting contract will continue

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)
Cleanliness of the streets and open spaces within the Borough (levels of litter) (NI 195a)	96%	96%	96%	97%	97%	97%	Waste and Climate Change Manager Target to maintain the level of cleanliness within the Borough
Levels of detritus on the public highway (NI195b)	96%	96%	95%	96%	96%	96%	Waste and Climate Change Manager Figures show 95% of streets met the acceptable level of standard in 2021/22. This is a slight decrease on the previous year and is due to staff shortages in Street Cleansing. Target is to maintain the high level of cleanliness
Tonnes of household waste recycled (BV82a(ii)) (this is all waste and recycling material collected from households. It excludes trade waste and material collected from the household waste and recycling sites)	8,006	8,792	8,188	8,707	8,707	8,707	Waste and Climate Change Manager It is anticipated that 8,000 tonnes of recyclables will be collected in 2022/23. Green recycling bin tonnages are down and contamination levels have been high. Target levels have not been adjusted. It is hoped that with the recruitment of Waste and Recycling employees, the recycling tonnage will increase to earlier levels
Tonnes of household waste composted (BV82b(ii))	7,778	8,421	7,308	9,000	9,000	9,000	Waste and Climate Change Manager It is anticipated that 8,400 tonnes will be collected in 2022/23. The tonnage collected is dependent upon weather conditions and have been affected by the long hot, dry summer. The targets from 2023/24 have not been adjusted.

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)
Household waste collected per head (kg) (BV84a) (this is all material classified as household waste and is collected by the Council, It includes litter waste, sweepings as well as waste and recycling from domestic properties. It excludes trade waste and material collected from the household waste and recycling sites)	361.38	385.58	361.00	373.38	354.00	347.00	Waste and Climate Change Manager Based on half year figures the estimates for 2022/23 will be 361kg. Targets from 2023/24 represent a desire to achieve a reduction from estimated 2022/23 target and to then to continually reduce by 2% each year.
Residual Waste per household (kg) (NI 191) (this includes all waste collected from black lidded bins as well as litter, clinical and bulky waste)	496.10	531.07	507.00	482.08	481.18	471.58	Waste and Climate Change Manager Based on half year figures, the estimates for 2022/23 will be 491kg. Although tonnages are predicted to decrease slightly compared to 2021/22, the reduction is not as significant as forecasted. Targets from 2024/25 represent an aim to continually reduce by 2% each year.
Residual (black lidded bin) Waste per household (kg) (WMDData_11) (this is waste collected from the black-lidded bin only)	-	509	486	466.22	466.48	457.16	Waste and Climate Change Manager The indicator showing the amount of residual waste collected per household from the black lidded bins. Reducing the amount of residual waste collected is a priority. It is predicted for 2022/23, waste per household will be 476kg from the predicted 2022/23 figure. Targets from 2023/24 represent a desire to continually reduce by 2% each year

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)
Reduce the number of fly tipping incidents (SSData_01)	267	188	247	247	162	146	Waste and Climate Change Manager Current projection for 2022/23 is around 180 incidents. Targets for 2023/24 onwards are based on an annual 10% reduction from a baseline of 180 incidents from 2022/23.
Number of Clean and Green events undertaken (SSData_10)	23	29	20	25	35	35	Waste and Climate Change Manager The community events under the Clean and Green initiative have proven to be very popular with individual, schools, workplaces. Groups are all getting involved to make the area where they live or work a better place. 37 events have taken place so far for 2022/23 (Oct 2022).
Number of Trees Planted (PSData_08)	2,102	3,114	3,357	2,850	3,500	3,500	Parks and Green Spaces Manager Aim to increase on the previous year's figure and achieve 3,450 and carry this target forward for 2023/24 onwards in line Tree Planting Strand in Green Futures.
Number of electric vehicles (TRData_01)	-	2	8	9	10	Subject to suitability of vehicles available	Transport and Stores Manager Target for 2022/23 has been exceeded as there are now 9 electric vehicles. All new vehicle procurement will be in line with the strategic actions from the Climate Change and Green Futures programme. Procurement of additional vehicles are subject to electric charging infrastructure development.

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
Produce DEFRA Annual Air Quality Status Report 2022 COMS2223_05	Council has a fit for purpose Air Quality Status Report	Nottinghamshire authorities	Chief Environmental Health Officer June 2023	Within existing budgets
Implement the actions identified within the new Waste Strategy 2021-2025 ENV2124_01	Increase in the Council’s recycling rate, reduced amount of residual waste and improved awareness of waste minimisation. Strategy will consider the measures outlined in the Environment Act 2021	Working with other districts, Nottinghamshire County Council and external partners: WRAP, M.E.L Research	Waste and Climate Change Manager March 2025	Limited capital and revenue money available to implement new recycling schemes Potential financial implications for use of external bodies
Implement the strategic actions of Recycling Strand within the Climate Change and Green Futures programme ENV2124_02	Increase in the Council’s recycling rate and improved awareness of how to reduce waste	Working with other districts, Nottinghamshire County Council and external partners: WRAP, M.E.L Research	Waste and Climate Change Manager March 2025	Limited capital and revenue money available to implement new recycling schemes Potential financial implications for use of external bodies
Implement Key Actions in Green Infrastructure Strategy ENV1518_04	Develop, improve and promote Green and Blue infrastructure in the Borough incorporating strategic actions in Climate Change/Green Futures programme	Notts Wildlife Trust/Friends Groups	Parks and Green Spaces Manager March 2024	Utilise capital and Section 106 funding together with bids for external funding

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Wildflower sowing and meadow management ENV2124_03	New wildflower areas created and grass managed as wildflower meadows. New areas identified early in each year.	Friends Groups/ Notts Wildlife Trust	Parks and Green Spaces Manager March 2025	2022/23 New native flowers areas planted at Leyton Cres, Brinsley Headstocks and Inham Nook with the help of schools and friends groups.
Apply a strategic approach to tree management and planting ENV1720_01	Work with partners, land owners and other agencies to plant 2,000+ trees per year. Work with volunteers as part of the Clean and Green initiative to achieve this outcome.	Notts Wildlife Trust/ /Clean and Green Projects/ Friends Groups	Parks and Green Spaces Manager March 2024	2022/23 Further 69 trees planted and £28,900 secured in funding from the Urban Tree Challenge Fund. 2022/23 750 fruit trees given away as part of the free tree scheme.
Further develop sites with Local Nature Reserve status GREEN0912_14	Maintain existing 121 hectares of land identified as Local Nature Reserves. Investigate possible additional sites as opportunities arise through: <ul style="list-style-type: none"> • New housing development • Acquisition of additional open space. • Increase/develop local pocket park nature sites 	Notts Wildlife Trust	Conservation and Green Spaces Manager March 2024	Management plans to be updated so the existing sites are properly maintained rather than increase the number of sites. New sites may have a potential revenue implication

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Improve Play areas and Parks and Open Spaces ENV1821_03	Play areas identified as Medium Priority sites (Years 2020-2024) in the Play Strategy 2017-2025 improved. Healthy Society, DDA Compliant	Parish/Town Councils, Local Sports Clubs, Community groups, Schools, Friends Groups	Parks and Green Spaces Manager March 2024	Continue to undertake Pride in Parks initiative utilising capital allocation in 2023/24
Implementation of the Clean and Green Initiative ENV1922_01	Implement a range of initiatives aimed at making Broxtowe a Cleaner and Greener place for residents and visitors to the Borough	Other Council Departments/ Friends Groups/ Members	Waste and Climate Change Manager Corporate Communications Manager March 2025	Funding implications for this initiative have been included in the budgetary process
Introduce new staff within the recycling section with the aim of educating our residents on recycling, reducing contamination and increasing the Council recycling rate ENV2023_02	Increase in the Council's recycling rate and improved awareness of how to reduce waste	Working with other District Councils, Nottinghamshire County Council and external partners	Waste and Climate Change Manager March 2024	Revenue implications relating to salaries and funds for undertaking promotional work
Identify areas of new Green Space for public use ENV2023_03	Increase the total area of publically accessible green space in Broxtowe	Working with housing developers, local land owners and community groups	Parks and Green Spaces Manager March 2024	Revenue implication of maintaining new open space. Potential Section 106 funding from housing developers. Volunteer time to maintain areas

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement actions deriving from the Government's 'Our Waste, Our Resource: A Strategy for England' ENV2023_05	Increase in the Council's recycling rate and increased awareness of climate change and waste and recycling issues	Working with other District Councils, Nottinghamshire County Council and external partners	Waste and Climate Change Manager March 2025	Limited capital and revenue money available to implement new recycling schemes
Implement the strategic actions of the Transport and Fuel Strand of the Climate Change and Green Futures programme TR2124_01	Reduce the Councils emissions from the fleet and make a positive contribution to the Councils commitment of becoming carbon neutral by 2027	All relevant internal and external stakeholders	Transport and Stores Manager March 2027	Limited capital funding available Additional fuel costs will be incurred if a transition to bio diesel is deemed feasible.

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 £
Budget Implications				
Implement the strategic actions of the Transport and Fuel Strand of the Climate Change and Green Futures programme - increased HVO fuel costs (to be approved). - <i>Fuel market is currently volatile so cost could up increase or reduce against projected £170,000.</i>	TR2124_01	170,000*	170,000	170,000
Efficiencies Generated				
Reduction of 19% of total Council Carbon footprint. Costs of achieving the efficiencies are within the £170k above.	TR2124_01	-	-	-
New business/increased income				
Garden Waste	WMDData_03c	(24,000)	-	-
Third Party Funding for Park Improvements - subject to outcome of funding bids	ENV1821_03	(30,000)*	(30,000)	(30,000)
Third Party Funding for Tree Improvement	ENV1720_01	(11,800)*	(11,800)	(6,520)
Net Change in Revenue Budgets		NOTE*		

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

BEREAVEMENT SERVICES BUSINESS PLAN 2023–2026Introduction

An extract of the proposed Bereavement 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 **Environment**.

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

The Business Plan covers a three-year period but will be revised and updated annually. Detailed scrutiny of Bereavement Services functions and performance, especially the Crematorium, is undertaken by the Bramcote Bereavement Services Joint Committee.

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

Indicator Description (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 surplus/(cost) of bereavement services to Broxtowe (BSLocal_06)	£364k	£196k	£196k	£265k	£265k	£300k	Head of Finance Services. Positive outturn in 2021/22 with additional revenues. Overall increases in employee and supplier costs in 2022/23 and 2023/24 only partially mitigated by proposed fee increases.

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)
Crematorium surplus revenue distribution to Broxtowe (BSLocal_06a)	£500k	£300k	£400k	£400k	£400k	£350k	Head of Finance Services Current pay and price inflation pressures on potential surplus distributions in the medium-term

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 surplus/(cost) of Broxtowe cemeteries (BSLocal_06b)	(£136k)	(£104k)	(£51k)	(£104k)	(£140k)	(£140k)	Head of Finance Services A slight reduction in costs achieved in 2021/22 due to income and changes to internal recharges. An increase in employee and supplier costs in 2022/23 and 2023/24 are only partially mitigated by proposed fee increases.
Number of full adult cremations (18 plus years) This includes, Full Service, Committal Service, Direct Cremations, Hospital Bodies and Parts, Low Cost funeral (BSLocal_07)	2,546	2,808	2,478	2,450	2,601	2,731	Head of Environment/ Bereavement Services Manager Ambition for 2023/24 onwards is to grow the number of services year on year by 5%, from a baseline figure of 2,478. To facilitate the growth a marketing strategy was adopted in September 2022 which identified measures and actions support business growth. The 2021/22 figure previously reported as 2,506 but data has been reviewed.
ICCM Charter for the Bereaved Assessment Process for Burial and Crematorium award (BSLocal_08) (New)	Gold	Gold	Gold	Gold	Gold	Gold	Target is to maintain gold award standard

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 Crematorium works programme to the infrastructure 2022-2025 BS2124_01	As per the Bramcote Bereavement Services Joint Committee reports. The works programme identifies the planned maintenance to the infrastructure within the Crematorium.	Variety of external contractors	Capital Works Manager Bereavement Services Manager March 2025	All fully funded via the approved medium term financial strategy
Investigate potential to connect to main sewer within the new development at the land adjacent to the crematorium BS2124_02	Improved foul and surface water drainage system to reduce maintenance costs and the possibility of flooding	External Developers	Head of Asset Management and Development March 2024	Funding implications to be considered as part of medium term financial strategy
Make Bramcote Crematorium the crematoria of choice within the local area BS2124_04	Fully implement the actions within the marketing strategy. Increase number of cremations and the income received.	External Parties Internal Communication Department	Head of Environment Bereavement Services Manager March 2024	Funded from existing budgets

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Installation of new cremators at Bramcote Crematorium BS2225_01	Installation of new cremators following completion of the following project elements: 1. Creation of tender documentation 2. Tender and order process 3. Installation	External Specialist and developers	Head of Environment Head of Asset Management and Development Bereavement Services Manager March 2025	Funded from receipts from sale of surplus land or from Broxtowe Borough Council and Erewash Borough Council. Efficiency saving on maintenance budget and energy consumption.
Woodland Burials BS2225_02	Provision of a woodland burial service within the Borough Increase the number of trees in the Borough	External suppliers Internal Communication Department	Head of Environment Bereavement Services Manager March 2025	Increase in income through the provision of a service not currently provided. Contribution towards the Council tree planting targets and carbon off setting implications.
Pet Cremations BS2225_03	Provision of a pet cremation service	External suppliers Internal Communication Department	Head of Environment Bereavement Services Manager March 2025	Increase in income through the provision of a service not currently provided.
Structure review BS2225_04	Creation of a structure which enables the services provided by Bereavement Services to grow.	Human Resources	Head of Environment Bereavement Services Manager March 2023	Create a structure that will facilitate the crematorium being able to grow as a business and improve service resilience.

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 £
Budget Implications				
Purchasing of a pet cremator and associated infrastructure (estimated)	BS2225_03	30,000*	-	-
Installation of new cremators at Bramcote Crematorium (estimated cost subject to tender). The cremators will be jointly and equally funded by Broxtowe and Erewash Borough Councils.	BS2225_01	1,500,000*	-	-
Increased fuel costs		45,000	-	-
Efficiencies Generated				
None		-	-	-
New business/increased income				
Make Bramcote Crematorium the crematoria of choice within local area Increase in income from 2023/24 is based on proposed 9% increase in fees and maintaining the target number of adult services.	BS2124_04	(100,000)*	-	-
Woodland Burials – income based on £1,500 per plot	BS2225_02	-	(3,000)	(6,000)
Pet Cremations	BS2225_03	-	(2,000)	(2,000)
Net Change in Revenue Budgets		NOTE*		

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