

Joint Report of the Chief Executive and the Deputy Chief Executive

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

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

2. Recommendations

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

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

3. Detail

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

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

4. Financial Implications

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

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

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

5. Legal Implications

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

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

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Data Protection Compliance Implications

This report does not contain any OFFICIAL Sensitive information and there are no Data Protection issues in relation to this report.

9. Equality Impact Assessment

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

10. Background Papers

Nil

APPENDIX 1**Introduction**

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

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

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

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

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

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

Business Planning

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

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

Financial Background

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

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

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

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

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

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

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 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 **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 2023–2026Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 21/22	Target 22/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Town Centre occupancy rates: (TCLocal_01)	91%	91%	92%*	91%	91%	91%	Business Growth Manager
• Beeston	93%	92%	92%*	90%	95%	95%	Targets are adjusted for the future due to the severe impact of COVID on the high streets of our towns. Predicting decreased occupancy in 2020/21. * Due to resource availability data was collected to November 2021. Monitoring recommenced in August 2022.
• Kimberley	87%	90%	91%*	93%	93%	93%	
• Eastwood	91%	88%	89%*	93%	93%	93%	
• Stapleford	87%	89%	90%*	93%	93%	93%	

KEY PERFORMANCE INDICATORS (KPI)

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

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Minor planning applications determined within 8 weeks (NI157b)	97.4%	98.2%	93.9%	94%	94%	94%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target. The government's threshold for performance is 70%
Other planning applications determined within 8 weeks (NI157c)	99.6%	98.8%	97.3%	98%	98%	98%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target The government's threshold for performance is 70%
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation) (BV204)	35.3%	27.8%	42.9%	10%	10%	10%	2019/20 - 6 of 17 appeals allowed 2020/21 - 5 of 18 appeals allowed 2021/22 - 6 of 14 appeals allowed
Appeals allowed against refusals % (Committee overturns) (DSDData_18)	55.5%	50.0%	75.0%	10%	10%	10%	During 2021/22 the number of applications refused at Committee overturning an approval was 4 and of these applications then appealed and allowed was three.

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

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

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

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

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

LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

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

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

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

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