

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

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

2. Recommendations

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

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

3. Detail

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

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

4. Financial Implications

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

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

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

5. Legal Implications

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

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

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Data Protection Compliance Implications

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

9. Equality Impact Assessment

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

10. Background Papers

Nil

APPENDIX 1**Introduction**

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

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

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

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

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

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

Business Planning

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

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

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

Financial Background

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

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

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

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

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

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

FRAMEWORK FOR BUSINESS PLANNING

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

Vision

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

Priorities

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

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

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

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.

APPENDIX 1b

RESOURCES BUSINESS PLAN 2023–2026Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

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

KEY PERFORMANCE INDICATORS (KPI)

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

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

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

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Complaints acknowledged within the specified time (LALocal_04)	97%	98%	*100%	*100%	*100%	*100%	Head of Democratic Services and Deputy Monitoring Officer <i>*Acknowledgements to be made in five working days from May 2021 in accordance with legislation.</i>
Members attending training opportunities as a percentage of the whole (GSLocal_02)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 Legislative requirement for Cabinet Model.
The percentage of Call-Ins following Cabinet decisions responded to in full within legislative timescale (GSLocal_007)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New Performance indicator 2022/23 Legislative requirement for Cabinet Model.
Level of Equality Framework for Local Government to which the Council conforms (BVPI 21)	Ach.	Ach.	Ach.	Ach.	Ach.	Exc.	Ach.= Achieving Exc.= Excellent

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

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

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

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

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

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

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

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

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

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

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

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

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

LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

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

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

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

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

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

KEY PERFORMANCE INDICATORS (KPI)

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

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

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

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Manage the introduction of Universal Credit (UC) 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	The roll out of UC continues and will reduce the amount paid out by the Council. This will impact on the Subsidy amounts that can be claimed.
Implement the updated Customer Services Strategy with focus on the updated reception area 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 2024	The Council has set a budget to allow the redevelopment of the reception area.
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 2024	Contract with NSDC will cost £20k per annum. Analyse Local will charge a 10% of any RV that they identify as an increase. Any amounts payable will be linked to an increase in the Business rates collectable. Analyse Local will also provide software that will allow greater analysis of the Business Rates data at a cost of £2k per annum, which is now within the existing budget.

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

LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

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

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

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

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

APPENDIX 1d

ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2023–2026Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

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

OTHER PERFORMANCE INDICATORS

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

Key Performance Indicators (KPI)

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

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

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

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

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

LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

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

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

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