

## FRESOURCES BUSINESS PLAN 2019–2022

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan 2016-2020 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 quarterly by the Finance and Resources Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

**The Council's Vision for Broxtowe is 'a great place where people enjoy living, working and spending leisure time'.**

**The Council's Values are:**

- **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**

**Broxtowe Borough Council's Priorities and Objectives are as follows:**

**Housing – A good quality affordable home for all residents of Broxtowe**

**Business Growth – New and growing businesses providing more jobs for people in Broxtowe and improved town centres**

**Environment – The environment in Broxtowe will be protected and enhanced for future generations**

**Health – People in Broxtowe enjoy longer, active and healthy lives**

**Community Safety – Broxtowe will be a place where people feel safe and secure in their communities**

## 1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan 2016-2020	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Chief Executive
Business Strategy 2019/20 to 2021/22	Deigned to ensure that the Council is: <ul style="list-style-type: none"> <li>• Lean and fit in its assets, systems and processes</li> <li>• Customer focused in all its activities</li> <li>• Commercially minded and financially viable</li> </ul> Making best use of technology.	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy 2019/20 to 2021/22	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy 2017-2020	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
<b>Finance Services</b>			
Medium Term Financial Strategy	Provides a three-year forecast of expenditure and income along with the use of reserves	Annually	Deputy Chief Executive
Annual Budget Book	Sets out the Council's financial plans for the forthcoming year	Annually	Chief Accountant
Annual Statement of Accounts	Summarises the Council's finances at the end of each financial year	Annual	Head of Finance Services
Housing Revenue Account (HRA) Business Plan	Provides a 30-year forecast of revenue and capital expenditure and income on the Council's landlord functions	Annually	Head of Finance Services
Internal Audit Charter	Key document defining the role of the Internal Audit service. It sets out the mission, purpose, regulatory basis, ethics, authority, independence/objectivity and responsibilities of Internal Audit.	Annually	Chief Audit and Control Officer
Internal Audit Strategy and Plan	Provides a framework for reviewing the Council's control systems based on an assessment of risks within each system, with the plan detailing the audit activity for the forthcoming year	Annually	Chief Audit and Control Officer
Capital Strategy	Sets out the approach to setting capital budgets and monitoring the programme	Annually	Deputy Chief Executive
Treasury Management Policy Statement	Provides the framework for undertaking all of the Council's treasury management activities	Annually	Head of Finance Services

<b>Strategy/Policy Document</b>	<b>Purpose of Document</b>	<b>Renewal Date</b>	<b>Responsible Officer/Contact</b>
Treasury Management Strategy	Sets out the anticipated borrowing and investment activities for the forthcoming year	Annually	Head of Finance Services
Investment Strategy	Ensures investment decisions fulfil pre-set criteria relating to security, liquidity and yield	Annually	Head of Finance Services
Statement on Prudential Indicators	Sets parameters designed to ensure that borrowing activity is affordable	Annually	Head of Finance Services
Risk Management Strategy	Defines the Council's attitude to risk and sets out the framework within which risks will be managed and monitored. Effective risk management will help to ensure that the Council maximises its opportunities and minimises the impact of the risks it faces, thereby improving its ability to deliver priorities, improve outcomes for residents and mitigating legal action and financial claims against the Council and subsequent damage to its reputation.	December 2021	Head of Finance Services
Strategic Risk Register	Identifies key strategic risks to the achievement of the Council's corporate priorities and objectives.	Quarterly	Head of Finance Services
Commissioning and Procurement Strategy	Provides a framework for the approach to commissioning and procurement and ensures that these activities contribute to the Council's corporate priorities and objectives.	June 2019	Deputy Chief Executive Chief Audit and Control Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<b>Legal Services</b>			
Enforcement Protocol	Framework for the conduct of enforcement throughout the Council		Monitoring Officer
Constitution	Outlines how the Council operates and relates to other bodies and the wider community		Monitoring Officer
Information Sharing Protocol	Facilitate the sharing of information with Nottinghamshire Police		Chief Executive
RIPA Strategy	Ensure proper conduct of investigations to acquire court evidence		Monitoring Officer
<b>Administrative Services</b>			
Complaints Systems Service Standard	Provides standards and targets for the delivery of services	Annually	Democratic Services Manager
Local Land Charges Service Standard	Provides standards and targets for the delivery of services	Annually	Head of Administrative Services
Electoral Services Service Standard	Provides standards and targets for the delivery of services	Annually	Head of Administrative Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<b>Human Resources</b>			
People Strategy 2019-22	Strategic direction and actions for development and planning of skills and capacity to deliver services now and in the future	April 2019-22	Head of Public Protection
Single Status Conditions of Service	Comprehensive set of employment policies, practices and conditions of service for all employees	Ongoing review	Human Resources Manager
Pay Policy	Sets out the Council's approach to remuneration, pay and conditions of employment	Annually	Payroll Manager
Learning and Development Policy	Policy, principles and procedure for the delivery of corporate training and development needs across the Council	December 2021	Human Resources Manager
Equal Opportunities Policy	Statement of intent, responsibilities and actions in respect of equality and diversity for employees and services provided by the Council	December 2021	Human Resources Manager
Equality and Diversity Policy	Outlines the Council's legal duties and sets out the corporate framework for work on equality and diversity.	December 2021	Human Resources Manager
<b>Council Property</b>			
Asset Management Strategy	Guide the Council's future strategic property decisions and inform more detailed management plans relating to individual assets. Establishes strategic principles to enable the Council to manage its assets more effectively and share its property strategies and accommodation needs with other organisations more easily.	March 2020	Deputy Chief Executive Estates Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<b>Health and Safety</b>			
Health and Safety Policy	Statement of intent, responsibilities and actions in respect of all health and safety issues	Annual	Health and Safety Manager
Health and Safety Codes of Practice	Provision of practical advice and guidance	Various dates	Health and Safety Manager
Safe Systems of Work Procedures	Guidance on safe systems of work and best practice	Ongoing	Health and Safety Manager

## 2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
<b>Finance Services</b>	
Financial Management	Manage the Council's finances in an efficient manner such that the Council has sufficient financial resources to enable it to successfully implement its policies and plans
Accountancy Services	Prepare and monitor the Council's detailed financial plans and pay all creditors and collect all income due to the Council promptly
Internal Audit	A key component of the Council's governance framework to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight. Internal Audit provides independent and objective assurance to the Council on its operations; and adds value by assisting management in improving the delivery of the Council's objectives and operations through evaluating and challenging the effectiveness of risk management, control and governance processes
Treasury Management and Banking	Manage the Council's debt portfolio, investments and banking arrangements, manage the risks associated with these activities and pursue optimum performance consistent with these risks
Business Planning and Performance Management	Co-ordinate the Council's business planning and performance management framework, including support with the preparation of Business Plans and the suite of performance indicators and targets and the monitoring of these through the performance management system.
Insurance and Risk Management	Identify, arrange and monitor insurance requirements and implement risk management initiatives which minimise the risk of injury or loss to customers, employees and other stakeholders and safeguard the Council's assets.
Commissioning and Procurement	Improve the delivery and cost effectiveness of high quality services across the organisation through the promotion of effective, prudent and innovative commissioning and procurement practices.
Grant Aid	Process applications for grant aid from voluntary organisations and individuals involved in sports or the arts.



Service Areas covered by this Plan	Service Objectives
<b>Legal Services</b>	
Legal	Provide an experienced and high quality legal service to all departments in the Council, members in order to assist in achieving the Council's five corporate objectives
Services to Parishes	Ensure that relevant advice and assistance is available to parish councils in connection with complaints
Standards	Provide an effective monitoring officer service to the Council and to parish and town councils
Attendance at Full Council, Planning Committee, and other Committees as required	To advise Members and Officers to support the decision making processes of the Authority.
<b>Administrative Services</b>	
Complaints	Co-ordinate and respond to formal complaints from members of the public.
Land Charges	Maintain a register of Local Land Charges relating to all identifiable properties within the borough. Provide a comprehensive service to the public and to the conveyancing industry as to the provision of that information.
Democratic Representation	Provide a comprehensive committee administration service to Council, Committees and the public. Ensure compliance with the Council's constitution.
Attendance at Committees	Support the decision making processes of the Authority.
Electoral Services	Ensure that as many electors as possible are included in the Register of Electors. Ensure that facilities are available to enable all electors to vote.

Service Areas covered by this Plan	Service Objectives
<b>Administrative Services (continued)</b>	
Information Management (including Freedom of Information; Environmental Information Regulations; Reuse of Public Sector Information; Information Assets and Transparency Code)	<p>Ensure that requests for information and re-use of information are dealt with in accordance with statutory deadlines.</p> <p>Ensure that the Council's Information Assets Register is up to date.</p> <p>Ensure that all information required to be published is on the Council's website.</p>
<b>Human Resources</b>	
Human Resources	To ensure that the Council complies with all relevant legislation and supports positive employment practices through the provision of advice, guidance and support on all aspects of HR service delivery relating to terms and conditions of employment, employment law and codes of practice in accordance with corporate aims and objectives.
Learning and Development	To increase learning across the organisation through the delivery of a wide range of corporate learning and development programmes and initiatives which enable employees to successfully deliver efficient and effective services.
Payroll and Job Evaluation	To ensure that the Council is compliant with all Council and HMRC requirements. Management of corporate job evaluation system to maintain a fair and transparent pay and grading process.
Human Resources	To ensure that the Council complies with equalities law and promotes equality and diversity through the delivery of a programme of initiatives which link to the aims of the Council's Equality and Diversity policy and framework and objectives.

Service Areas covered by this Plan	Service Objectives
<b>Council Property</b>	
Estates	Manage the Council's land and building assets in an efficient manner to ensure the operational assets are fit for purpose and that the potential for income is maximised.
<b>Health and Safety</b>	
Health and Safety	Promote a positive safety culture and encourage ownership of health and safety responsibilities at all levels by developing appropriate strategies, capturing and reviewing relevant data with a view to identifying improvements and providing advice and guidance where necessary.

### 3. MEASURES OF PERFORMANCE AND SERVICE DATA

#### Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
<b>Finance Services</b>					
FPData_01	Debtor invoices raised	5,107	4,983	4,831	
FPData_02	Creditor payments made	41,194	39,677	36,273	Payments made on behalf of Liberty Leisure are excluded.
FPData_03	Insurance claims received	54	63	59	
FPData_04	Long-term Debt at 31 March	£82.8m	£84.8m	£82.8m	
FPData_05	Investments at 31 March	£9.0m	£8.9m	£12.8m	
<b>Legal Services</b>					
DSDData_10	Section 106 Agreements completed	10	5	4	Joint working with Planning
LADData_11	Contracts completed	n/a	n/a	8	Data not available for 2015/16 and 2016/17.
LADData_13	Council house sales completed	28	20	39	
LADData_14	Court cases dealt with in the Magistrates Court	18	14	10	

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
LADData_15	Court cases dealt with in the County Court (including Sundry Debt cases)	50	n/a	6	Data not available for 2016/17. The new Case Management System will assist with data collation and reporting.
LADData_21	No. of Standards Complaints received by Legal Services	-	12	10	NEW Indicator introduced in 2018
LADData_22	Standards Complaints investigated by Legal Services	-	0	2	NEW Indicator introduced in 2018
LADData_23	Requests to issue Statutory Notices from Council Services	-	-	-	NEW Indicator introduced in 2018.
<b>Administrative Services</b>					
LADData_02	Land Charges searches processed	1,315	1,258	750	
LADData_03	Personal Land Charges searches processed	1,072	1,110	1,650	
LADData_07	Freedom of Information requests	707	770	776	
LADData_08	Complaints determined by Ombudsman	6	1	0	
LADData_10	Formal complaints handled internally	16	11	22	
LADData_20	Occasions when a meeting was cancelled as legal requirements have not been met	0	0	0	

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
<b>Human Resources</b>					
HRData_01	Average learning days per employee	2.4	3.7	2.3	The focus on increasing BLZ courses means shorter training sessions. Also, slightly lower overall staff numbers.
HRData_01a	Training sessions attended by members	178	36	35	Training normally put on for Portfolio Holders, licensing and Appeals members, and bespoke one-on-one regular training sessions as and when required by members.
HRData_02	Work experience placements provided	28	19	9	Applications are down since there is now no formal requirement for work experience from schools. 15 places offered. 9 taken.
HRData_05	Applications received for vacancies	1,151	569	626	25% increase in recruitment. 80 jobs advertised
HRData_06	Applications received electronically	1,087	551	618	25% increase in recruitment. 80 jobs advertised
HRData_07	Applications received in the post	64	18	8	25% increase in recruitment. 80 jobs advertised
HRData_08	Permanent appointments	38	37	42	25% increase in recruitment. 80 jobs advertised
HRData_09	Permanent leavers	105	214	63	26% reduction in permanent leavers excluding previous Liberty Leisure TUPE transfers
HRData_10	Temporary appointments (excluding relief positions)	22	14	5	25% increase in recruitment

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
HRData_18	ICT training sessions delivered internally	174	108	117	Focus on BLZ and Appraisals. No new Corporate Systems launched
HRData_19	ICT training sessions delivered externally	5	14	0	No requests in 2017/18 from Parish Councils or other local councils.
HRData_24	Apprentices in post at 31 March	14	6	1	Apprenticeships came to an end
HRData_25	Broxtowe Learning Zone courses available	24	47	52	New Courses launched
HRData_26	Broxtowe Learning Zone courses completed	3,343	6,093	4,039	Since launch in November 2014 a cumulative total of 15,413 courses completed
HRData_16	Staff working beyond age of 65	14	11	10	Leavers and retirements
HRData_21	Top 5% of earners who are women	31%	29%	27%	BBC Gender Pay Gap 6.63%
HRData_22	Top 5% of earners from black and minority ethnic communities	0%	3.5%	0%	
HRData_23	Top 5% of earners with a disability	11.7%	12.5%	9.1%	
<b>Council Property</b>					
CPData_01	Commercially Let Industrial Units	60	73	73	
CPData_02	Property Assets excluding HRA	152	153	153	
CPData_03	Asset Value of Council Property excluding HRA	£25.4m	£30.8m	£ 30.6m	

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
<b>Health and Safety</b>					
H&SData_02	No. of accidents	43	41	29	
H&SData_03	No. of reportable accidents	8	6	4	



## 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			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Critical Success Indicators (CSI)								
Invoices paid within 30 Days %	BVPI 8	99.2%	99.1%	99.5%	99%	99%	99%	Head of Finance Services
Complaints determined by the Local Government/ Housing Ombudsman against the Council	LALocal_07	7	3	2	0	0	0	Democratic Services Manager  Indicator redefined from 2016/17 and target amended accordingly
Freedom of Information requests replied to within 20 working days %	LALocal_12	97.2%	95.3%	95.0%	100%	100%	100%	Head of Administrative Services
Working days lost due to sickness absence	BVPI 12	9.39	9.73	13.64	7.50	7.50	7.50	Chief Executive

## Performance Indicators

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Key Performance Indicators (KPI)								
Finance Services								
Invoices paid within 20 days	FPLocal_09	97.8%	97.4%	98.5%	98%	98%	98%	Head of Finance Services
Sundry creditors paid by BACS %	FPLocal_01	86.3%	87.6%	89.9%	90%	91%	92%	Chief Accountant
Sundry debtors raised in any one financial year paid in that year	FPLocal_02	88.5%	80.5%	83.2%	90%	90%	90%	Chief Accountant
Planned internal audits completed in year	FPLocal_03	92%	91%	89%	90%	90%	90%	Chief Audit and Control Officer
Legal Services								
Prosecutions where a sentence is imposed in the Magistrates Court	LALocal_13	90%	87%	100%	90%	90%	90%	Chief Solicitor and Deputy Monitoring Officer
Statutory Notices issued as a result of requests from Council Services	LALocal_14	-	-	-	8	-	-	Monitoring Officer NEW Indicator

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Administrative Services								
Individually registered electors in the borough	LALocal_08	82,204	84,621	84,167	86,500	87,000	87,500	Head of Administrative Services  84,617 registered electors as at 1/12/2018
Complaints acknowledged within 3 working days	LALocal_04	89%	82%	93%	100%	100%	100%	Democratic Services Manager
Human Resources								
Level of Equality Framework for Local Government to which the Council conforms	BVPI 21	Ach.	-	Ach.	Ach.	Exc.	Exc.	Human Resources Manager Ach.=Achieving Exc.=Excellent
Employees declaring that they meet the Equality Act 2010 disability definition	BVPI 16a	8.08%	7.46%	7.09%	10%	10%	10%	Human Resources Manager
Ethnic minority representation in the workplace	BVPI 17a	6.76%	7.04%	6.87%	8.0%	8.0%	8.0%	Human Resources Manager
Annual employee turnover	HRLocal_06	16.6%	16.3%	13.1%	10%	10%	10%	Human Resources Manager
Employees qualified to NVQ Level 2 and above	HRLocal_07	84%	85%	85%	88%	89%	90%	Human Resources Manager

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Council Property								
Industrial Units vacant for more than 3 months	CPLocal_01	0.0%	0.5%	1.6%	5%	2%	2%	Estates Manager
Industrial Unit tenants with rent arrears	CPLocal_02	0.0%	0.12%	6.6%	3%	2%	2%	Estates Manager
Beeston Square Shops vacant for more than 3 months %	CPLocal_05	n/a	15%	15%	0%	0%	0%	Estates Manager
Net rental income yield from The Square, Beeston shops	CPLocal_06	n/a	£53k	£252k	£250k	£250k	£250k	Head of Property Services
Management Performance Indicators (MPI)								
Finance Services								
Achieve a 5% reduction in insurance claims when compared to the average claims in the last five years	FPLocal_06	54	63	59	58	55	52	Chief Audit and Control Officer
Closed claims over a three year period settled at nil cost to the Council	FPLocal_07	51.8%	54.2%	51.1%	60%	60%	60%	Chief Audit and Control Officer
Reduce the potential cost of outstanding claims when compared with the average year-end balance	FPLocal_08	11.7%	(63.8%)	1.9%	(5%)	(5%)	(5%)	Chief Audit and Control Officer

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Administrative Services								
Challenges to the accuracy of the minutes	LALocal_09	4	4	5	0	0	0	Democratic Services Manager
Human Resources								
Applications received from BME Groups	HRLocal_01	19.6%	21.4%	23%	20%	20%	21%	Human Resources Manager
Appointments from BME Groups	HRLocal_02	17.8%	37.9%	14.2%	13%	14%	14%	Human Resources Manager
Applications received from self-declared disabled people	HRLocal_03	4.1%	4.0%	6.9%	8%	8%	8%	Human Resources Manager
Appointments from self-declared disabled applicants	HRLocal_04	6.4%	5.9%	14.2%	7%	7%	8%	Human Resources Manager
Apprentice positions offered	JBGLocal_02	19	3	0	6	6	6	Human Resources Manager
Work experience opportunities offered	JBGLocal_01	28	19	15	26	27	28	Human Resources Manager
Staff Satisfaction at being led by managers	HRLocal_09	-	-	-	NEW	100%	100%	Human Resources Manager

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Staff level of trust and confidence in their managers	HRLocal_10	-	-	-	NEW	100%	100%	Human Resources Manager
Extent to which employees feel that the Council is committed to equality and values diversity	HRLocal_11	-	-	-	NEW	100%	100%	Human Resources Manager
% of staff receiving an annual appraisal	HRLocal_12	-	-	-	100%	100%	100%	Human Resources Manager
% of staff who have undertaken equality & diversity training (i.e. current validation)	HRLocal_13	-	-	-	100%	100%	100%	Human Resources Manager
Gender Pay Gap	HRLocal_14	-	-	7.92%	0%	0%	0%	Payroll Manager/Human Resources Manager
% of managers who have received Mental Health Awareness Training	HRLocal_15	-	-	-	100%	100%	100%	Human Resources Manager
No of Days lost as a result of work related stress	HRLocal_16	-	-	-	0%	0%	0%	Human Resources Manager

#### 4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2019/20 – 2021/22 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for 2019/20 to 2021/22. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<b>Finance Services</b>					
FP1922_01	Produce final accounts by end of May	Final Accounts to be produced for external auditors to scrutinise by end of May 2019		Head of Finance Services May 2020	Within existing budgets
FP1922_02	Implement web based Financial Management Software	Introduction of web based accounts management to support New Ways of Working	Civica	Head of Finance Services June 2019	Within existing budgets
FP1922_03	Introduce Intelligent Scanning to all Departments	Reduction in time taken to process invoices received	Civica	Chief Accountant September 2019	Efficiency expected with improved accuracy of processing

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
FP1922_04	Produce a refreshed Procurement Strategy for approval by Members	A new Procurement Strategy to be adopted by the Council.		Chief Audit and Control Officer July 2019	Approval required at Policy and Performance Committee
FP1922_05	Determine the Council's approach to procurement to ensure that it meets needs and objectives	Review current procurement arrangements to ensure that the Council has sufficient expertise to maintain compliance with regulations.	To be determined	Head of Finance Services Chief Audit and Control Officer September 2019	May require additional resources – Impact to be determined.
<b>Legal Services</b>					
LA1821_01	Implement and Manage the Case Management System	Improve the management of cases and records. Production of case load reports.		Chief Solicitor and Deputy Monitoring Officer September 2019	
LA1821_02	Progress the completion of First Registration of Council owned Land	Achieve 100% registration of unregistered Council land	Land Registry	Chief Solicitor and Deputy Monitoring Officer March 2020	May require additional resources
LA1922_01	Embed an effective joint Debt Recovery Service to continue to reduce levels of debt.	Maintain low levels of outstanding debt and focus on those with a realistic prospect of recovery		Chief Solicitor and Deputy Monitoring Officer Head of Revenues and Benefits March 2020	May require additional resources to undertake the task



<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
LA1922_02	Rewrite the Council's Constitution	Update the Council's constitution to reflect the Council's day to day business	Chief Officers Democratic Services	Chief Solicitor and Deputy Monitoring Officer September 2019	
<b>Administrative Services</b>					
DEM1922_01	Roll out phase 2 of the committee management system	More efficient and effective production and distribution of agendas and improved website information		Democratic Services Manager May 2019	Phase 1 completed resulting in improved efficiencies. Further development work on accessible documents ongoing.
DEM1518_02	Transfer of land charges function to Land Registry	Fully electronic register and successful transfer to Land Registry		Head of Administrative Services January 2020	Some of the land searches function will remain with the Council but no income will be received. The level of funding from the government to compensate is unknown at this stage
DEM1518_01	Community Governance Review	Revision of all parish boundaries so that existing anomalies are removed wherever possible		Head of Administrative Services December 2021	It is not anticipated that any additional resources will be required to support the review
<b>Human Resources</b>					
HR1720_01	Introduce 20 new online Broxtowe Learning opportunities	Expand the range of opportunities to develop employee skills	Learning Pool	ICT Trainer March 2020	Within existing budgets

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
HR1417_03	Review payroll processes to include the introduction of e-forms and expand employee self-service system	Streamlining of processes, reduced paperwork and achievement of efficiencies for employees and managers	Frontier Software	Payroll Manager March 2018	E forms for mileage and expenses claims introduced April 2018.
NEW	Achieve Level 3 (Leader) Status for Disability Confident Employer Scheme	Become a champion within local/business communities in terms of appointing, keeping, and developing disabled employees	Dept for Work and Pensions		
<b>Council Property</b>					
CP1620_03	Implement the asset Management Plan 2016-21	Increased income from commercial assets and maximum efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager April 2021	Potential increase of up to £40,000 in commercial rents, with efficiencies of £50,000. Re-establish value of Beeston Square properties £150,000.

## **5. 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	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Budget Implications</b>				
...	X	x,000	x,000	x,000
...	X	x,000	x,000	x,000
<b>Efficiencies Generated</b>				
CMS implementation	X	(x,000)	(x,000)	(x,000)
Asset Management	X	(x,000)	(x,000)	(x,000)
Reduction in external legal costs	X	(x,000)	(x,000)	(x,000)
Reduction in sickness (non-cashable service)		248,000	248,000	248,000
<b>New business/increased income</b>				
...	X	(x,000)	(x,000)	(x,000)
...	X	(x,000)	(x,000)	(x,000)
...	X	(x,000)	(x,000)	(x,000)
...	X	(x,000)	(x,000)	(x,000)
...	X	(x,000)	(x,000)	(x,000)
<b>Net Change in Revenue Budgets</b>		<b>(xxx,000)</b>	<b>(xxx,000)</b>	<b>(xxx,000)</b>

## 6. SUMMARY OF KEY RISKS

*Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.*

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
Failure to obtain adequate resources to achieve service objectives	Yes – Risk 2	Regular updating of Medium Term Financial Strategy and pursuing actions within various strategies including Commissioning and Procurement Strategy, Capital Strategy and Asset Management Strategy
Failure of financial management and/or budgetary control	Yes - Risk 7	Production of monthly budgetary control reports (revenue/capital) plus reviews of systems and processes by Internal Audit
Not complying with domestic or European legislation	Yes – Risk 6	Interpreting and advising on the application of all new legislation and using external support (specialists, professional bodies, networks etc) where appropriate
Inability to attract or retain key individuals or groups of staff	Yes – Risk 20	Review reasons why staff are leaving and seek ways to minimise any impact. Collate and analyse additional data from those employees leaving the organisation.
High levels of sickness absence	Yes – Risk 18	Regular review of sickness absence levels at senior level ensuring Council processes are followed. Additional training provided through BLZ and review of Attendance Management Policy.
Natural disaster or deliberate act which affects major part of the authority	Yes – Risk 14	Reviewing, testing and updating various plans

*Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.*

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
<b>Finance Services</b>				
FP1922_01	Produce final accounts by end of May	Staff absences or other work demands impacting on ability to meet deadlines	6- Not complying with domestic or European legislation	Final accounts timetable re-written and tasks brought forward where possible
FP1922_02	Implement web based Financial Management Software	Staff absences or other work demands impacting on ability to meet deadlines	19 – Lack of skills and or capacity to meet increasing initiatives and expectations	Detailed plans and training provided by software provider.
FP1922_03	Introduce Intelligent Scanning to all Departments	Staff absences or other work demands impacting on ability to meet deadlines	19 – Lack of skills and or capacity to meet increasing initiatives and expectations	Detailed plans and training provided by software provider.
<b>Administrative Services</b>				
DEM 1518_01	Implementation of committee management system	System does not deliver the anticipated benefits	No	Implementation plan including testing and training
DEM 1518_02	Transfer of land charges function to Land Registry	Funding from Government will not cover the loss of income	2 – Failure to obtain adequate resources to achieve service objectives	Include within Medium Term Financial Strategy

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
<b>Human Resources</b>				
HR0912_01	Implement core abilities framework and PDR system across workforce within Broxtowe Learning Zone (BLZ)	Failure to implement could impact on employees' ability to competently undertake their role and managers' ability to effectively lead in accordance with objectives	19 – Lack of skills and/or capacity to meet increasing initiatives and expectations	Ensure Learning and Development section is focussed on programme plan in order to achieve deadlines set.
HR1620_02	Implement new People Strategy	Failure to implement could impact on staff engagement levels and effectiveness of service delivery	17 – Corporate and/ or political leadership adversely impacting upon service delivery	Ensure new strategy reflects corporate objectives and is communicated across the workforce.
HR1620_01	Review opportunities for shared HR working with other local authorities	Failure to review could result in efficiencies not being achieved	16 – Failure to maximise opportunities and recognise the risks in shared services arrangements	Ensure opportunities for collaboration are explored and considered at a senior level.

**List of Strategic Risks** (<https://intranet.broxtowe.gov.uk/media/2127/strategic-risk-register-as-at-august-2018.pdf>):

- Risk 1 - Failure to maintain effective corporate performance management
- Risk 2 - Failure to obtain adequate resources to achieve service objectives
- Risk 3 - Failure to deliver the HRA Business Plan
- Risk 4 - Failure of strategic leisure initiatives
- Risk 5 - Failure to complete the re-development of Beeston town centre
- Risk 6 - Not complying with domestic or European legislation
- Risk 7 - Failure of Financial Management and/or budgetary control
- Risk 8 - Failure to maximise collection of income due to the Council
- Risk 9 - Failure of key ICT systems
- Risk 10 - Failure to implement private sector element of Housing Strategy in accordance with Government and Council expectations
- Risk 11 - Failure to engage with partners and the community to implement Broxtowe's Sustainable Community Strategy 2010 – 2020
- Risk 12 - Failure to implement effective Crime & Disorder Reduction Strategy
- Risk 13 - Failure to provide housing in accordance with the LDF
- Risk 14 - Natural disaster or deliberate act, which affects major part of the Authority
- Risk 15 - Failure to mitigate the impact of the Government's welfare reform agenda
- Risk 16 - Failure to maximise opportunities and recognise the risks in shared services arrangements
- Risk 17 - Corporate and/or political leadership adversely impacting upon service delivery
- Risk 18 - High levels of sickness
- Risk 19 - Lack of skills and/or capacity to meet increasing initiatives and expectations.
- Risk 20 - Inability to attract or retain key individuals or groups of staff
- Risk 21 - Failure to fully utilise investment in ICT infrastructure
- Risk 22 - Processes or procedures not followed leading to ill informed decisions and/or abuse of Council facilities
- Risk 23 - Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.
- Risk 24 - Failure to ensure appropriate levels of data quality
- Risk 25 - Unauthorised access of data
- Risk 26 - High volumes of employee or client fraud
- Risk 27 - Failure to effectively communicate either externally or internally