

## BUSINESS GROWTH BUSINESS PLAN 2019–2022

This Business Plan details the projects and activity undertaken in support of the Broxtowe Borough Council Corporate Plan 2016 – 2020 priority of **Business Growth**.

The Corporate Plan prioritises local community needs and resources are directed towards 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 Jobs and Economy 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:**

- **G**oing the extra mile: **a strong, caring focus on the needs of communities**
- **R**eady for change: **innovation and readiness for change**
- **E**mployees: **valuing our employees and enabling the active involvement of everyone**
- **A**lways improving: **continuous improvement and delivering value for money**
- **T**ransparent: **integrity and professional competence**

**The Council's Priorities and Objectives for BUSINESS GROWTH are 'New and growing businesses providing more jobs for people in Broxtowe and improved town centres':**

- **Increase the number of new business starting in Broxtowe**
- **Help our town centres to compete and attract more visitors**
- **Complete the regeneration of Beeston town centre and seek opportunities to regenerate town centres throughout Broxtowe**

## 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> <li>• Making best use of technology.</li> </ul>	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
Broxtowe Economic Development Strategy	Provides a framework for the delivery of economic regeneration in the borough. The review was undertaken in 2017 and approved by Jobs and Economy committee in November 2017	2021	Planning Development and Regeneration Manager
Nottinghamshire County Council Growth Plan	Outline strategy detailing the County's priority areas and outcomes	Unknown (Third party document)	Planning Development and Regeneration Manager
Nottingham City Growth Plan	Outline strategy detailing the City priority areas and outcomes	Unknown (Third party document)	Planning Development and Regeneration Manager
Local Enterprise Partnership Industrial Strategy	Outline strategy detailing Sub-Regional priority areas and Investment Proposals	In process	Planning Development and Regeneration Manager
D2N2 Strategic Economic Plan	Strategic document for the Nottinghamshire and Derbyshire area	Recently reviewed	Planning Development and Regeneration Manager

<b>Strategy/Policy Document</b>	<b>Purpose of Document</b>	<b>Renewal Date</b>	<b>Responsible Officer/Contact</b>
Broxtowe Core Strategy	Strategic level document to replace Local plan	Review has commenced. Adoption is anticipated in 2021	Head of Neighbourhoods and Prosperity
Broxtowe Local Plan 2004	Planning policy framework up to 2011 which will be replaced by the Part 2 Local Plan in 2018	Part 2 Local Plan anticipated to be adopted in May 2019	Head of Neighbourhoods and Prosperity
Local Development Scheme	Programme of policy documents up to 2028 including the Core Strategy	Updated in July 2018	Head of Neighbourhoods and Prosperity
Boots Statement of Development Principles 2007	To establish and steer decisions on the future land use of the Boots site at Beeston/Nottingham City	No renewal date. Outline planning permission in place subject to S106	Head of Neighbourhoods and Prosperity
Boots Enterprise Zone Implementation Plan (Draft)	To progress the development of and investment in the Enterprise Zone site.	No renewal date. Outline planning permission in place subject to S106	Head of Neighbourhoods and Prosperity
Beeston Town Centre Action Plan	Supplementary guidance	No renewal date. Part 2 Local Plan contains detailed policies	Head of Neighbourhoods and Prosperity

<b>Strategy/Policy Document</b>	<b>Purpose of Document</b>	<b>Renewal Date</b>	<b>Responsible Officer/Contact</b>
Kimberley Brewery Planning Brief	To establish and steer decisions on the development of this site	TBC	Head of Neighbourhoods and Prosperity
Enforcement Concordat	Code of practice for central and local government enforcement. This to be updated as part of the Broxtowe Part 2 Local Plan	TBC	Head of Neighbourhoods and Prosperity/ Snr Enforcement Officer
Broxtowe Contaminated Land Strategy	Purpose of strategy is to detail how the Council will take a rational, ordered and efficient approach to inspecting the land within its duty under the Environmental Protection Act 1990	2023	Chief Environmental Health Officer
Understanding High Street Performance	Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth	TBC	Business Growth Manager
Portas Review	Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth	No further follow-up reviews planned	Business Growth Manager
Grimsey Review	Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth.	No further follow-up reviews planned	Business Growth Manager
Grimsey Review 2	Summary of the initial Grimsey Review published in 2013, with updated list of recommendations to reflect the retail landscape 5 years on from the first review. Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth.	No further follow-up reviews planned	Business Growth Manager

<b>Strategy/Policy Document</b>	<b>Purpose of Document</b>	<b>Renewal Date</b>	<b>Responsible Officer/Contact</b>
Association of Town and City Managers manifesto	Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth	None	Business Growth Manager

## 2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

### Increase the number of new business starting in Broxtowe (BG1)

Service Areas covered by this Plan	Service Objectives
<b>Economic Development and Regeneration</b>	
Economic Development and Regeneration including Town Centre Management	<p>Work with key stakeholders to meet the skills needs of local employers, and to reduce unemployment and worklessness within the Borough. Work with partners in areas of higher unemployment such as Eastwood South, Chilwell West and Stapleford South East. Bring forward previously developed sites for development. Prepare and maintain the Local Land and Property Gazetteer (LLPG).</p> <p>Support and develop activity that promotes, markets and increases the profile of the Borough's town centres. Support business activity within Beeston town centre. Improve town centre Key Performance Indicators. Establish, support and develop the activity of town centre steering groups.</p>
<b>Planning and Development Services</b>	
Development Control	Provide pre-application advice (fee charged)), process applications, enforce permissions, defend appeals and successfully resist costs applications whether these are member overturns or not, secure community benefits from developers via S106 agreements and in the future through CIL if this is the route the Council decides on.
Planning Policy	Prepare and monitor statutory and non-statutory planning documents including the Part 2 Local Plan, contribute to wider strategies and major projects such as HS2, Beeston Town Centre redevelopment and NET phase 2, Boots Enterprise Zone, Beeston Business Park, support equality. Review Conservation Areas, prepare appropriate management plans and designate new areas. Provide support for the preparation of Neighbourhood Plans.

**Help our town centres to compete and attract more visitors (BG2)**

Service Areas covered by this Plan	Service Objectives
<b>Economic Development and Regeneration</b>	
Economic Development and Regeneration including Town Centre Management	<p>Work with key stakeholders to meet the skills needs of local employers, and to reduce unemployment and worklessness within the Borough. Work with partners in areas of higher unemployment such as Eastwood South, Chilwell West and Stapleford South East. Bring forward previously developed sites for development. Prepare and maintain the Local Land and Property Gazetteer (LLPG).</p> <p>Support and develop activity that promotes, markets and increases the profile of the Borough's town centres. Support business activity within Beeston town centre. Improve town centre Key Performance Indicators. Establish, support and develop the activity of town centre steering groups.</p>
<b>Planning and Development Services</b>	
Development Control	Provide pre-application advice (subject to a fee), process applications, enforce permissions, defend appeals and successfully resist costs applications whether these are member overturns or not, secure community benefits from developers via S106 agreements and in the future through CIL if this is the route the Council decides on.
Planning Policy	Prepare and monitor statutory and non-statutory planning documents including the Part 2 Local Plan, contribute to wider strategies and major projects such as HS2, Beeston Town Centre redevelopment and NET phase 2, Boots Enterprise Zone, Beeston Business Park, support equality. Review Conservation Areas, prepare appropriate management plans and designate new areas. Provide support for the preparation of Neighbourhood Plans.



**Complete the regeneration of Beeston town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG3)**

Service Areas covered by this Plan	Service Objectives
<b>Economic Development and Regeneration</b>	
Economic Development and Regeneration including Town Centre Management	<p>Work with key stakeholders to meet the skills needs of local employers, and to reduce unemployment and worklessness within the Borough. Work with partners in areas of higher unemployment such as Eastwood South, Chilwell West and Stapleford South East. Bring forward previously developed sites for development. Prepare and maintain the Local Land and Property Gazetteer (LLPG).</p> <p>Support and develop activity that promotes, markets and increases the profile of the Borough's 4 town centres. Support the business activity within Beeston town centre. Improve Town Centre Key Performance Indicators. Establish, support and develop the activity of the town centre steering groups.</p>
<b>Planning and Development Services</b>	
Development Control	Provide pre-application advice (subject to a fee), process applications, enforce permissions, defend appeals and successfully resist costs applications whether these are member overturns or not, secure community benefits from developers via S106 agreements and in the future through CIL if this is the route the Council decides on.
Planning Policy	Prepare and monitor statutory and non-statutory planning documents including the Part 2 Local Plan, contribute to wider strategies and major projects such as HS2, Beeston Town Centre redevelopment and NET phase 2, Boots Enterprise Zone, Beeston Business Park, support equality. Review Conservation Areas, prepare appropriate management plans and designate new areas. Provide support for the preparation of Neighbourhood Plans.

### 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
EDData_09a	Borough unemployment rate (% of resident population aged 16-64 (as at March)	2.1% (Mar 2014)	1.4%	1.6%	
EDData_11 (was NI 163)	Proportion of population aged 16-64 qualified to NVQ level 2 or above	73.6%	76.9%	73.7%	
DSData_01	Planning applications received	842	858	835	Figures likely to increase as the economy continues to improve and more viable previously developed sites are made available in the part 2 Local Plan, scheduled to be adopted in 2019. Estimated growth around £40,000
DSData_05	Enforcement complaints	325	332	384	<p>Figures likely to go up once more people consider home improvements, starting new businesses and general development opportunities including changes of use.</p> <p>The Council already provides comprehensive pre-application advice service to keep to a minimum the number of people undertaking works without knowing of the need for permission. However, even allowing for this, these figures do tend to rise at a time of increased development activity</p>
DSData_09	Planning appeals received	22	10	11	The Government has tightened the trigger points for 'special measures' in relation to Council decisions overturned at appeal

<b>Pentana Code</b>	<b>Service Data Description</b>	<b>Actual 2015/16</b>	<b>Actual 2016/17</b>	<b>Actual 2017/18</b>	<b>Comments including benchmarking data</b>
DSDData_10	Section 106 agreements completed	10	5	4	The Council will consider the merits of entering into a CIL charging schedule which will effectively replace S106 for most contributions if this is the route the Council decides on. This will be considered following receipt of the Local Plan Inspector's report
PMDData_01	No. of tickets issued by off-street car park pay and display machines	734,114	737,608	750,381	

## 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	
<b>Critical Success Indicators (CSI)</b>								
Town Centre occupancy rates:	TCLocal_01	90%	90%	91%	92%	93%	94%	Business Growth Manager Targets are the same for each Town Centre
• Beeston		94%	94%	94%				
• Kimberley		92%	89%	95%				
• Eastwood		92%	90%	91%				
• Stapleford		89%	87%	83%				
Supply of ready to develop housing sites	NI159	88%	72%	78%	100%	100%	100%	Head of Neighbourhoods and Prosperity
Employment Land take up	ERLocal_02	-	11,391	4,257	10,000	10,000	10,000	Head of Neighbourhoods and Prosperity Targets are gross figures which are additional to losses of employment land through change of use to housing
Planning applications approved for employment development (Class B1, B2 or B8)	ERLocal_03	-	20	-	TBC	TBC	TBC	Planning Development and Regeneration Manager 2018/19 is baseline year for this 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	
Planning applications approved for new retail and commercial floor-space within the town centres	TCLocal_05	-	9	-	TBC	TBC	TBC	Head of Neighbourhoods and Prosperity

## Performance Indicators

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 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	
<b>Key Performance Indicators (KPI)</b>								
Town Centre occupancy rates:	TCLocal_01	90%	90%	91%	92%	93%	94%	Business Growth Manager National average is 89.9% Targets are the same for each Town Centre. As housing developments take place this should increase visitors to town centres.
• Beeston		94%	94%	94%				
• Kimberley		92%	89%	95%				
• Eastwood		92%	90%	91%				
• Stapleford		89%	87%	83%				

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Major planning applications determined within 13 weeks	NI 157a	72.3%	84.2%	88.2%	60%	60%	60%	Head of Neighbourhoods and Prosperity  The targets are realistic having up to date policy expectations clearly set out in the Part 2 Local Plan thus saving time on negotiations for S106 agreements
Minor planning applications determined within 8 weeks	NI 157b	92.3%	88.4%	92.6%	90%	90%	90%	Head of Neighbourhoods and Prosperity  Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target
Other planning applications determined within 8 weeks	NI 157c	95.0%	93.2%	96.6%	95%	95%	95%	Head of Neighbourhoods and Prosperity  Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation)	BV204	52.9%	26.7%	33.3%	30%	30%	30%	Head of Neighbourhoods and Prosperity
Appeals allowed against refusals % (Committee overturns).	DSDData_18	-	-	-	TBC	TBC	TBC	Head of Neighbourhoods and Prosperity New Indicator
<b>Management Performance Indicators (MPI)</b>								
Key Performance Indicator Overall Employment rate (working age) (KPI)	NI 151	70.7% (March 2014)	-	-	Tracking Indicator - No Target Set			Planning Development and Regeneration Manager People in employment as a percentage of all people aged 16-64 (Source: NOMIS official labour market statistics)
Higher unemployment rate: <ul style="list-style-type: none"> <li>Eastwood South</li> <li>Stapleford North</li> <li>Chilwell West</li> <li>Stapleford South West</li> </ul>	EDData09 (a-f)	4.4%	-	-	Tracking Indicator - No Target Set			Planning Development and Regeneration Manager Figures from Employment Bulletins published by Nottinghamshire County Council

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Undisputed invoices paid within 30 days	BV 8	99.2%	99.1%	99.5%	99%	99%	99%	Head of Finance Services
Undisputed invoices paid within 20 days	FPLocal_09	97.8%	97.4%	98.5%	95%	95%	95%	Head of Finance Services



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

Priority leaders are asked 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
JBG1417_04	Promote benefits of apprenticeships	Promote the benefits alongside the yearly jobs fair	Job Centre Plus, NAS, NNF, DNCC, FSB, Colleges and Schools	Planning Development and Regeneration Manager Ongoing	
JBG1417_05	Provide a financial support scheme for small and medium businesses	Five take ups a year	Job Centre Plus, D2N2 Growth Hub, NBV.	Planning Development and Regeneration Manager Ongoing	Achieved.

<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>
BG1821_01	Hold a developer forum to unblock obstacles to development	Secure a 10% year-on-year upturn in housing completions	Joint Planning Advisory Board (JPAB)	Head of Neighbourhoods and Prosperity March 2019	
BG1620_09	Redevelopment of Beeston Square – Phase 2	Mixed use development	Specialist advice and development and construction partners	Head of Property Services March 2021	
CP1417_02	Redevelopment of the Stapleford gateway Site	Creation of a redeveloped site to provide housing, employment and community facilities		TBC March 2021	Phase 1 is complete.
BG1620_05	Support tram extension to the HS2 station and transport infrastructure work in the wider region.	Support the provision of necessary transport studies as part of the devolution deal	NET	Planning Development and Regeneration Manager March 2020	
BG1620_07	CPO Moults Yard	Commencement on site by March 2018	Secure Development Partner	Planning Development and Regeneration Manager TBC	Secure development partner

<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>
BG P2LP  (Includes: JBG1518_02; JBG1518_06)	Bring forward the Part 2 Local Plan to adoption  (Includes: Develop town centre plans; and Neighbourhood Plans)	Successfully steer the part 2 Local Plan through its examination process receiving a report recommending adoption from the appointed Planning Inspector	Development Partners and in particular Town and Parish Councils as part of their Neighbourhood Plans	Head of Neighbourhoods and Prosperity  TBC for adoption	<p>Town centre studies, employment allocation and identification of policies to undertake as part of the single Part 2 Local Plan.</p> <p>This will create efficiencies in co-ordinated evidence gathering with the progression of the neighbourhood plans. Local plan examination expected to cost £60,000-£80,000.</p> <p>Each neighbourhood plan examination plus referendum is likely to be £20,000 supported by government grant.</p> <p>A single combined examination for the neighbourhood plans being progressed and the part 2 Local Plan could be maintained at £80,000-£100,000.</p> <p>It is unlikely that of the ten neighbourhood plans being prepared that all will be concluded in time for a combined examination.</p>

<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>
JBG1518_06	Assist in the preparation of Neighbourhood Plans	Approve Neighbourhood Plan Area designations for all parish areas	Town and Parish Councils	Head of Neighbourhoods and Prosperity TBC	See above for budget savings
BG1620_08	Further report to Jobs and Economy Committee to enable consideration of undertaking a CIL charging Schedule	Produce a CIL if this is the route the Council decides on	Evidence for the Part 2 Local Plan has been produced in partnership to reduce costs	Head of Neighbourhoods and Prosperity TBC	Detailed viability work has been undertaken to inform the submission of the Part 2 Local Plan. This has been met from within the Local Plan examination budget of £80,000

## 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	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Efficiencies Generated</b>			
Continued Partnership working on Core Strategy Review	Unknown at this stage	-	-
<b>New business/increased income</b>			
Planning Application Income (Base Budget 2019/20 £530,000)	-	20,000	30,000
Neighbourhood Plan Grant income (Base Budget 2019/20 £30,000)	-	10,000	20,000
Pre-application Advice (Base Budget 2019/20 £25,000)	-	5,000	10,000
Grant income	10,000	10,000	10,000
Town Centre Trading	10,000	10,000	10,000

## 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
1. Insufficient urban design/conservation expertise to progress Part 2 Local Plan and Beeston Town Centre work in view of loss of previously available in house expertise	Yes	This risk has been substantially reduced by securing a replacement Conservation officer following the end of the arrangement with Erewash.
2. Finding of unsoundness at part 2 Local Plan/ CIL examination	Yes	Make adequate allocations in line with sustainable development principles. Ensure viability evidence is up to date.
3. Implement Beeston Square redevelopment	Yes	Review mix of uses within the scheme. Ongoing dialogue and finalisation of lease agreements. Ongoing discussions with advisors and members.

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
BG P2LP	Bring forward the Part 2 Local Plan to Adoption	Finding of unsound from the Inspector	Risk 13 - Failure to provide housing in accordance with the Local Development Framework	Make sufficient allocations. Jobs and Economy Committee took the necessary decisions at meeting in January and July 2017.

<b>Code</b>	<b>Key Task</b>	<b>Risk or Threat to Key Task</b>	<b>Covered by an existing Strategic Risk?</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
JBG1417_04	Work with partners to leverage investment and develop a Borough Wide incentive scheme for employers	Lack of capacity with competing priorities	No	Effective partnership working
BG1620_05	Support tram extension to the HS2 Station and transport infrastructure work in the region	Business case is declined by Government	No	Work with Transport partners to make a convincing case to Government
JBG1518_06	Assist in the preparation of Neighbourhood Plans	Lack of capacity with competing priorities	Risk 13 - Failure to provide housing in accordance with the Local Development Framework	Effective working with Town and Parish Councils. Effective working with Neighbourhood Forums