

Joint Report of the Chief Executive and the Deputy Chief Executive

**BUSINESS PLANS AND FINANCIAL ESTIMATES 2024/25 - 2026/27
- BUSINESS GROWTH**1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2024/25; capital programme for 2024/25 to 2026/27; and proposed fees and charges for 2024/25 in respect of the Council's priority areas.

2. Recommendations

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

1. **Cabinet approves the Business Growth Business Plan.**
2. **Cabinet recommends to Council that the following be approved:**
 - a) **The detailed revenue budget estimates for 2024/25 (base)**
 - b) **The capital programme for 2024/25 to 2026/27**
 - c) **The fees and charges for 2024/25.**

3. Detail

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

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

4. Financial Implications

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

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

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 6 February 2024 for consideration and recommendation onto full Council on 6 March 2024.

5. Legal Implications

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. Climate Change Implications

There are no climate change implications in relation to this report.

9. 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.

10. Equality Impact Assessment

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

11. Background Papers

Nil

APPENDIX 1**Introduction**

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

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

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

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

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

All of these items will be the subject of further reports throughout 2024/25 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business Planning

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

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

Financial Background

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

The revenue budgets show the 2023/24 revised estimate as of December 2023 and the 2024/25 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 2024/25 base figures in this report:

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

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

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

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 Priorities 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, Leisure & Health** and, **Community Safety**.

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

Going the extra mile: *a strong, caring focus on the needs of communities*

Ready for change: *innovation and readiness for change*

Employees: *valuing our employees and enabling the active involvement of everyone*

Always improving: *continuous improvement and delivering value for money*

Transparent: *integrity and professional competence.*

Objectives

Each priority area is underpinned by its strategic objectives. Each strategic objective has targeted outcomes against which progress can be monitored.

The priorities and objectives for **Business Growth** are ‘New and growing businesses providing more jobs for people in Broxtowe and improved town centres’:

- Develop and implement Area Regeneration
- Support Business Employment, Skills and Connectivity

BUSINESS GROWTH BUSINESS PLAN 2024/27

Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Town Centre occupancy rates: (TCLocal_01)	91%	91%*	91%*	91%	91%	91%	Business Growth Manager Occupancy rates higher than national average and remaining steady. Data reported on a quarterly basis.
• Beeston	92%	92%*	92%*	95%	95%	95%	
• Kimberley	90%	90%*	90%*	93%	93%	93%	
• Eastwood	88%	88%*	89%*	93%	93%	93%	
• Stapleford	89%	89%*	92%*	93%	93%	93%	

KEY PERFORMANCE INDICATORS (KPI)

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

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
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Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Major planning applications determined within 13 weeks (NI157a)	100%	90.3%	80.8%	92%	92%	92%	Head of Planning and Economic Development The Council proportionally only receives a few major applications so if a few are not determined within the timeframe the impact on performance can be stark. A few larger schemes have not been determined in the 13-week target window and subsequently the target has suffered.
Minor planning applications determined within 8 weeks (NI157b)	98.2%	93.9%	92.5%	94%	94%	94%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target. The government's threshold for performance is 70%
Other planning applications determined within 8 weeks (NI157c)	98.8%	97.3%	96.9%	98%	98%	98%	Head of Planning and Economic Development Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target The government's threshold for performance is 70%

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation (BV204))	27.8%	42.9%	55.6%	10.0%	10.0%	10.0%	<ul style="list-style-type: none"> • 2020/21 - 5 of 18 appeals allowed • 2021/22 - 6 of 14 appeals allowed • 2022/23 - 15 of 27 appeals allowed
Appeals allowed against refusals % (Committee overturns) (DSDData_18)	50.0%	75.0%	80.0%	10%	10%	10%	<p>During 2021/22 the number of applications refused at Committee overturning an approval was four and of these applications then appealed and allowed was three.</p> <p>In 2022/23 15 applications were overturned at Committee, with 12 then allowed on appeal.</p>

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2024/25 – 2026/27 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Bring forward the Greater Nottinghamshire Strategic Plan [Core Strategy] BG2023_05	Successfully steer the Strategic Plan through its examination process receiving a report recommending adoption from the appointed Planning Inspector	Neighbouring Local Planning Authorities in Greater Nottingham	Head of Planning and Economic Development Adoption is currently anticipated by end of 2025	Joint commissioning of studies on matters such as housing land needs, employment land needs and Gypsies and Travellers will create efficiencies in co-ordinated evidence gathering and with the progression of the neighbourhood plans. Local plan examination expected to cost £80k

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Broxtowe Economic Growth and Regeneration Strategy to 2025 and review of the current Economic Development and Growth Strategy BG2124_01	A new framework for economic development within the Borough aligned the Mayoral Combined Authority and other plans for local and regional growth. Including specific plans for Stapleford, Eastwood and Kimberley	Stakeholders in the public, private and voluntary sector, MP's as well as local people, local businesses and business representative organisations	Head of Planning and Economic Development Ongoing - A draft of the refreshed Strategy was presented to Cabinet on 19 July 2022. The themes were approved. June 2024	The new Economic Development Strategy is now complete in draft form alongside the companion document Broxtowe Skills Quest. Officers have combined working on this with activity on the UK Shared Prosperity Fund (SPF). Input from the SPF Stakeholder Manager on the Skills Quest Broxtowe report has provided significant support for the Strategy due to sharing of data. Aim to complete December 2023
Deliver the Stapleford Town Deal BG2225_01	Develop and deliver the projects identified for Stapleford Town Deal	Delivery partner Leads – Support the Town Deal Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2026	The Council is the accountable body for £21.1 million which must be defrayed by 2026

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Deliver the Kimberley Levelling Up Fund programme BG2326_02	Develop and deliver the three projects identified for Kimberley Levelling Up Programme	Delivery partner Leads – Support the Town Deal (LUF) Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2025	The Council is the accountable body for £16 million which must be defrayed by 2025
Support the work programme of the East Midlands Development Corporation (EMDC2225_01)	New plans could create 84,000 jobs and add billions in value to the regional economy. The (re)development of three main growth clusters the size of three Olympic Parks, including infrastructure with transformational opportunities for local residents and place making outputs	Working in partnership with the councils of Nottinghamshire, Leicestershire, Rushcliffe and NW Leicestershire In future the EMDevco Ltd could evolve to be a new style locally led Urban development Corporation under the Levelling Up and Regeneration Act or become a structure within the new east Midlands County Combined Authority	Ongoing	Funding of up to £500k agreed for 2 years subject to provisos

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Creation of a new Markets and Retail Events Programme for the Borough (BG2326_05)	Delivery of events based model for markets and retail events Programme to be submitted for approval by Spring 2024 with delivery to commence in 2024	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	Regeneration and Economic Development Manager Markets Officer June 2024	New action following review of Markets and Events across the Borough. A pilot market / event will be hosted in Spring 2024. Funding for growth from income generation and grants.
Deliver the UKSPF programme (BG2326_06)	Deliver all strands of the UKSPF programme	Businesses, Voluntary sector organisations and key partners such as Nottinghamshire county Council, other Districts in Nottinghamshire and the chamber of Commerce	Regeneration and Economic Development Manager Deliver residual programme from 2023/24 and complete delivery of programme for 2024/25	Year 1: £313,650 plus one off £20,000 co-ordination fee. Year 2 : £627,300

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Assist in the preparation of Neighbourhood Plans (JBG1518_06)	Approve Neighbourhood Plan Area designations for all parish areas where wanted and progress to ‘adoption’ of the Plans Awsworth JBG1518_06.1 Brinsley JBG1518_06.2 Eastwood JBG1518_06.3 Greasley JBG1518_06.4 Nuthall JBG1518_06.5 Kimberley JBG1518_06.6 Cossall JBG1518_06.7 Stapleford JBG1518_06.9 Bramcote JBG1518_06.10 Chetwynd, Toton and Chilwell JBG1518_06.11 Cossall and Chetwynd, Toton and Chilwell likely to be next to be adopted in 2023 or early 2024	Town/Parish Councils and Neighbourhood Forums in cooperation with the Borough Council. Progress at November 2023 with individual Neighbourhood Plans is: Awsworth 100% adopted Brinsley 40% initial draft Eastwood 20% area designated Greasley 40% initial draft Nuthall 100% adopted Kimberley 20% area designated Cossall 80% examination Stapleford 40% initial draft Bramcote 40% initial draft Chetwynd, Toton and Chilwell 80% examination	Head of Planning and Economic Development Target dates will vary depending on the details of each emerging Plan.	The Council is currently eligible to submit a claim to DLUHC, during specific claims windows, for £20k of funding per Plan when the Council issues a ‘Decision Statement’ and makes the decision to arrange a referendum for each Neighbourhood Plan. The creation, development, and review of Neighbourhood Plans is led by the Town and Parish Councils and Neighbourhood Forums.

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				
Skills/library		£1,178,000		
Enterprise Hub		£2,072,000		
Traffic Management			£181,000	£2,308,000
Cycle network			£746,000	£569,000
- External funding			£11.866,000	
-External funding from UK Shared Prosperity Fund (UKSPF)			£200,000	
Efficiencies Generated				
Matched funding for business grants funding Stapleford, Kimberley and UKSPF		approx	approx	
Additional investment from FA			£1,000,000 (approx.)	-
Additional investment from Steven Gerard academy			Non cashable skills gains	
Additional investment for skate park from external grant sources/fundraising			£250,000 (approx.)	

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
New business/increased income				
Increased planning fees		£50,000	£28,000	-
-				
Net Change in Revenue Budgets		*Note	*Note	*Note

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