

Joint Report of the Chief Executive, the Deputy Chief Executive, the Executive Director and the Monitoring Officer**BUSINESS PLANS AND FINANCIAL ESTIMATES 2024/25 - 2026/27 – RESOURCES AND SUPPORT SERVICE AREAS****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 Plans for the support service areas.**
- 2. Cabinet recommends to Council that the following be approved:**
 - a) The detailed revenue budget estimates for 2024/25 (base) including any revenue development submissions.**
 - 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.

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

4. Financial Implications

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

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

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 6 February 2024 for consideration and recommendation to 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 plans for Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation. The financial consequences of the business plans, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals, capital programme and proposed fees and charges which follow the plans.

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

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

All of these items will be the subject of further reports throughout 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 Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation Business Plans and the associated budgets covering these services.

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

Financial Background

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

The revenue budgets show the 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 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 Council's priorities and objectives are:

- **Housing** – A good quality home for everyone
- **Business Growth** – Invest in our towns and our people
- **Environment** – Protect the environment for the future
- **Health** – Support people to live well
- **Community Safety** – A safe place for everyone.

APPENDIX 1b

RESOURCES BUSINESS PLAN 2024/27Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % (BVPI 8)	98.6%	99.0%	98.1%	99%	99%	99%	Head of Finance Services.
Working days (per FTE) lost due to sickness absence (BVPI12a)	7.89	11.77	9.59	7.50	7.50	7.50	Payroll and Job Evaluation Manager Human Resources Manager
Working days (per FTE) lost due to short term absence (HRLocal_17)	2.33	3.89	3.88	2.50	2.50	2.50	The latest available data showed that in 2021/22 the average working days lost due to sickness was 8.00 for local authorities who submitted data. The lowest recorded from one local authority was 3.60 with the highest reported as 14.30
Working days (per FTE) lost due to longer term absence (HRLocal_18)	5.56	7.88	5.71	5.00	5.00	5.00	

KEY PERFORMANCE INDICATORS (KPI)

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

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	96.5%	97.5%	96.2%	98%	98%	98%	Head of Finance Services
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	75.2%	86.7%	85.4%	90%	90%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year (FPLocal_03)	89%	92%	68%	90%	90%	90%	Chief Audit and Control Officer Outturn for 2022/23 was negatively impacted by a vacancy within the Internal Audit team.
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	90%	90%	98%	95%	95%	95%	Chief Audit and Control Officer; and Procurement and Contracts Officer Due to the pandemic, strategic decisions were taken to roll-on some existing low value contracts, instead of retendering. Focus was on carrying out robust procurement exercises on the high value strategically critical contracts.
Full registration of unregistered deed packets with Land Registry (LSLocal_01)	-	52	198	192	192	192	The Land Registry's target to register all government owned land is December 2025. Legal Services aim to achieve to register 16-20 applications a month.

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)
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (LSLocal_02)	-	-	100%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Review of data and improvement of process during 2023/24. Methodology applied to earlier data calculations and shows achieved 100% in 2022/23
Review and advise on contract within 10 working days from receipt of full instruction (LSLocal_03)	-	-	80%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
First draft of commercial lease completed within 10 working days from receipt of full instruction (LSLocal_04)	-	-	100%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Review of data and improvement of process during 2023/24. Methodology applied to earlier data calculations and shows achieved 100% in 2022/23.
Individually registered electors in the borough (ES_S1.2)	85,744	84,226	84,554	85,500	85,500	85,500	Head of Administrative Services
Freedom of Information requests replied to within 20 working days (LALocal_12)	96.3%	96.0%	96.8%	85%	85%	85%	Head of Administrative Services National target set by the Information Commissioners' Office is 85%. <ul style="list-style-type: none">• 2020/21 was 712 of 742• 2021/22 was 838 of 872• 2022/23 was 1,125 of 1,160

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)
Subject Access Requests responded to within one month (GSLocal_001)	100%	100%	100%	100%	100%	100%	Head of Administrative Services
Complaints acknowledged within the specified time (LALocal_04)	98%	*100%	*100%	*100%	*100%	*100%	Head of Democratic Services and Deputy Monitoring Officer *Acknowledgements to be made in five working days from May 2021 in accordance with legislation.
Members attending training opportunities as a percentage of the whole (GSLocal_02)	-	-	68%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 no comparable previous data.
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	-	-	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 Legislative requirement for Cabinet Model.
Call-Ins following Cabinet decisions responded to in full within legislative timescale % (GSLocal_007)	-	-	No Call Ins	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New Performance indicator 2022/23 Legislative requirement for Cabinet Model.
Level of Equality Framework for Local Government to which the Council conforms (BVPI 21)	Ach.	Ach.	Ach.	Ach.	Ach.	Exc.	Ach.= Achieving Exc.= Excellent

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	6.9%	7.0%	7.0%	8.5%	9.0%	9.0%	Human Resources Manager Improvement on the previous year. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters. Not all employees declare a disability.
Ethnic minority representation in the workplace (BVPI 17a)	8.2%	7.7%	8.7%	9%	10%	10%	The census data for 2021 indicates that 21.1% of the Borough's population considers themselves to be from an ethnic background.
Annual employee turnover (HRLocal_06)	5.1%	15.8%	11.4%	12.0%	12.0%	12.0%	Human Resources Manager 13% for local authorities in England 2018/19.
Employees qualified to NVQ Level 2 and above (HRLocal_07)	86%	87%	87%	88%	88%	88%	Human Resources Manager Positive increase on previous year
Industrial Units vacant for more than 3 months (CPLocal_01)	0%	1.0%	6%	5%	5%	5%	Estates Manager 1 unit was vacant for more than 3 months due to prospective tenant pulling out at a late stage and then having to relet.
Industrial Unit tenants with rent arrears (CPLocal_02)	2.0%	10.0%	7.1%	5%	5%	5%	Estates Manager In 2022/23 there were 3 industrial units with arrears out of 42.

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)
Beeston Square Shops vacant for more than 3 months % (CPLocal_05)	19.0%	5.0%	22.0%	0%	<6%	<6%	Estates Manager 5 units out of 20 vacant (includes long term void of Argos block). Expected outturn 2023/24 = 25%.
Occupancy of Business Hub Units - Beeston (CPLocal_08a) (New)	-	-	90%	85%	85%	85%	Head of Asset Management & Development New Performance Indicator 2022/23. Occupancy at quarter 2 2023/24 = 78%
Occupancy of Business Hub Units - Stapleford (CPLocal_08b) (New)	-	-	100%	85%	85%	85%	Head of Asset Management & Development New Performance Indicator 2022/23. Occupancy at quarter 2 2023/24 = 78%
Online transactions (CCCSLocal_01)	484,040	447,999	390,751	400,000	400,000	400,000	Communications, Cultural and Civic Services Manager
Social media reach (CCCSLocal_02)	2,354,645	1,715,277	1,040,764	1,200,000	1,300,000	1,400,000	Communications, Cultural and Civic Services Manager
Email Me subscribers (CCCSLocal_03)	23,375	25,730	27,712	29,000	31,000	33,000	Communications, Cultural and Civic Services Manager
Employees who are aware of the Council's vision and long term goals (CCCSLocal_04)	68%	78%	77%	77%	80%	82%	Communications, Cultural and Civic Services Manager Figure for 2023/24 is actual as the survey has already taken place.
Employees who feel informed (CCCSLocal_05)	57%	53%	62%	67%	70%	72%	Communications, Cultural and Civic Services Manager Figure for 2023/24 is actual as the survey has already taken place.

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)
Residents who feel the Council listens to them (CCCSLocal_06)	54%*	50%	27%* (27% <i>disagreed or strongly disagreed</i>)	22%* (32% <i>disagreed or strongly disagreed</i>)	25%	30%	Communications, Cultural and Civic Services Manager * In 2020/21 and 2021/22 the answer to this question was 'yes or no'. From 2022/23 the options were broadened to very satisfied, satisfied, neutral, dissatisfied and very dissatisfied.
Residents who are satisfied or very satisfied with the services the Council provides (CCCSLocal_07)	64%	65%	65%	66%	68%	70%	Communications, Cultural and Civic Services Manager
Residents who are satisfied or very satisfied with the Borough as a place to live (CCCSLocal_08)	73%	76%	76%	77%	78%	80%	Communications, Cultural and Civic Services Manager

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
Produce draft statement of accounts in accordance with statutory deadlines FP2023_07	Final draft accounts to be produced for external auditors to scrutinise by end of May	None	Head of Finance Services May 2024	Use of additional interim support as agreed earlier by Finance and Resources Committee on 10 October 2019.
Review the Civica Pay/ ICON System FP2023_02	Resolve technical issues in respect of Civica Pay / ICON system and bank reconciliation modules. Procurement exercise in advance of new contract in September 2024	Civica ICT and Business Transformation team New contract may be tendered through a procurement framework	Head of Finance Services Chief Accountant September 2024	Resourcing of service. Opportunities for efficiencies through improved operation of the system.
Review and update the Housing Revenue Account (HRA) 30-Year Business Plan and to develop a medium-term financial strategy (MTFS) for the HRA FP2427_01 (New)	Internal review of the HRA 30-Year Business Plan last updated in 2023/24. Development of a new MTFS for the HRA to bridge the gap between the annual budget and long-term business plan.	External consultants as required	Head of Finance Services Chief Accountant December 2024	Resourcing of service. Ensure that capital investment opportunities through the Housing Delivery Programme and regular capital repairs and refurbishment programmes continue to be affordable and sustainable for the HRA.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review and enhance the Council's contract management framework across the Council FP2326_02	Review of the corporate contract management framework to include performance management arrangements and reporting.	Internal (including Legal Services, Housing and Asset Management)	Chief Audit and Control Officer Procurement and Contracts Officer March 2025	Further opportunities for savings and efficiencies may be achieved through effective contract management.
Review and update the Council's Risk Management Strategy FP2326_03	Present an updated Risk Management Strategy to Governance, Audit and Standards Committee for approval and adoption.	Internal (including GMT)	Strategic Risk Management Group Head of Finance Services June 2024	Opportunities for savings and efficiencies may be achieved through effective risk management.
Progressing the completion of First Registration of Council owned land LA1821_02	Achieve 100% registration of unregistered Council land by December 2025	Land Registry Planning and Regeneration Team Legal Officers	Head of Legal and Deputy Monitoring Officer December 2025	Land Registry backlog may affect timescales with the applications being processed and registered. No impact on the submission of applications.
Transfer of land charges function to Land Registry DEM1518_02	Fully electronic register and successful transfer to HM Land Registry		Head of Administrative Services December 2023	The Council will receive New Burdens Funding for the ongoing maintenance of the Land Charges Register. The level of funding has not yet been confirmed. Income from CON29 enquiries will continue. Delayed for technical reasons.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Community Governance Review – (Phase 2) DEM1518_01	Revision of parish boundaries so that existing anomalies are removed wherever possible	Parish/Town Councils	Head of Administrative Services November 2024	Work commenced in November 2023 focussing on parishes in the north of the borough. Any changes to boundaries will be effective for the elections in May 2027.
Roll out phase 2 of the committee management system DEM1922_01	More efficient and effective production and distribution of agendas and improved website information	Working with Mod Gov external provider, internally with ICT and all report writers.	Head of Democratic Services and Deputy Monitoring Officer February 2024	Programme in development to produce reports internally through the management system Within existing budget.
Roll out phase 3 of the committee management system DEM2427_01 (New)	Introduce paper light Committee meetings by using e-Agendas	Working with Mod Gov external provider, internally with ICT and all report writers.	Head of Democratic Services and Deputy Monitoring Officer October 2024	Reduction in printing, postage and printing costs for Agendas. Within existing budget.
Implementation of a new Complaint Policy DEM2427_02 (New)	A new Complaint Policy is adopted by April 2024, to achieve compliance with the requirements set by the Joint Complaint Handling Code from the Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO).	Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO) Officers and Members	Head of Democratic Services and Deputy Monitoring Officer Complaints Officer April 2024	Currently within existing budget although the new Complaint Policy may result in the reporting of more service dissatisfaction being escalated to be responded to via the Corporate Complaints Policy. Resource implications will be monitored.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Complaint Handling Annual Self-Assessment Form DEM2427_03 (New)	The Complaint Handling Annual Self-Assessment form be completed and published by April 2024 as recommended by the Joint Complaint Code. From April 2025 to update the annual self-assessment as required by the Joint Complaint Code.	Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO) Officers and Members	Head of Democratic Services and Deputy Monitoring Officer Complaints Officer April 2024	Within existing budget
75% of Managers at Broxtowe to be offered neurodiversity training HR2225_02	Managers are more skilled at managing employees with neurodiverse conditions	A suitable provider will be found within financial standing orders	Human Resources Manager December 2023	Within existing corporate training budget
Review, streamline and simplify the application and recruitment process HR2225_06	Increase numbers of applications for jobs at Broxtowe	N/A	Human Resources Manager July 2023	Fewer unfilled vacancies will reduce agency costs
Implement a rolling schedule of HR policy reviews HR2225_07	Ensure the HR policy suite is up to date and fit for purpose	Policies are amended in consultation with LJCC and Unions	Human Resources Manager March 2024	The aim is to reduce the number of policies and consolidate relevant policies to make the process more efficient and less bureaucratic
Review the People Strategy 2020/24 HR2326_01	Review the People Strategy and incorporate it into the Organisational Development Strategy	N/A	Human Resources Manager April 2025	First draft has been prepared. This will be incorporated into the new Workforce Strategy due to be completed in 2024/25

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review HR policies requiring update within 2024/25 HR2427_01 (New)	Ensure policies are reviewed	Policies are amended in consultation with LJCC and Unions	March 2025	Within existing budget
Review the Grievance Policy HR2427_01.1 (New)	To facilitate the process for employees to raise grievances and to ensure that problems arising during employment can be resolved in a timely manner	Trade Unions	Human Resources Manager June 2024	
Family Friendly Policies HR2427_01.2 (New)	Amalgamate all Family Friendly Policies (Maternity/Paternity etc.)	Trade Unions	Human Resources Manager June 2024	
Compassionate Leave Policy HR2427_01.3 (New)	Review existing policy in order to support employees	Trade Unions	Human Resources Manager August 2024	
Carers In Employment HR2427_01.4 (New)	Review foster parent support arrangement or employees with Disabled children or dependents	TBC	Human Resources Manager October 2024	
Armed Forces Covenant HR2427_01.5 (New)	Achieve Gold Award Status	TBC	Human Resources Manager June 2025	

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement the replacement asset management plan for 2022 to 2025 CP2023_01	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager March 2025	Report to Cabinet at regular intervals on progress
Introduce effective management and ICT systems in the Estates Team CP2124_01	Readily available information on a day to day basis to enable efficient estate management	Working with Legal, ICT, Economic Development, Commercial Manager	Estates Manager December 2024 subject to business case approval	Cost of any required software upgrades, possible use of external valuers to assist with asset valuations. Business case to be provided December 2023
Maximise commercial revenue from Beeston Square CP2225_01	Ensure the development income exceeds borrowing costs and provides a revenue income stream for the Council	Working with legal, Income, Economic Development, Commercial Manager and some external input	Estates Manager March 2024	Income generating but may require some expenditure on external advice
Energy Efficiency Schemes CP2326_01a	To achieve Carbon Neutral on all Commercial premises and to be EPC level C or above	Faithful and Gould are providing feasibility on the Council's four principle assets. Submit Bids for various grants opportunities	Head of Asset Management 2027 in line with Council Net Zero Target	Procure EPC data for all Housing Stock. £100k budget approved by Cabinet in July 2022. Service being provided by consultant.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited BBC2022a	To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Limited in the provision of leisure in Broxtowe	BBC Legal Officer	BBC Leisure Client Officer BBC Deputy Chief Executive Managing Director Liberty Leisure Ltd March 2025	Subject to review
Replacement gym equipment at Council owned Leisure Centres BBC2022c	Agree a gym equipment replacement programme with Liberty Leisure Limited and source the equipment required to.	BBC Procurement Officer Liberty Leisure Limited	BBC Leisure Client Officer BBC Deputy Chief Executive March 2025	Will depend on agreed replacement programme
Deliver Communication and Engagement Strategy 2023-26 CCCS2326_01	Increase reach of Council's communications to encourage behaviour change and improve the Council's reputation	Broxtowe Borough Council Residents and other stakeholder groups	Communications, Cultural and Civic Services Manager March 2026	44% of actions in strategy completed or in progress.
Develop a management system to manage Asbestos and Fire Registers for the Council H&S2427_01 (New)	Have a workable system which has relevant, up to date data that is clearly accessible for employees and other agencies to view	Health & Safety Capital Works Housing Services External agencies	Head of Asset Management Health, Safety and Emergency Planning Manager March 2025	External Agencies to undertake assessment of property portfolio and buildings built before 2000 to identify compliance issues. Costs to be confirmed.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Devise a Health and Safety management framework and process to review procedures and compliance - to include site visits, regular reviews, assessments and feedback H&S2427_02 (New)	Ensure compliance with H&S legislation and guidance. Have a workable system that is easy to understand to enable Officers to evaluate the risks and address them to react appropriately.	Executive Director Heads of Service Health & Safety	Health, Safety and Emergency Planning Manager June 2024	

The shadowed row indicates reduction impact on Climate Change and Green Futures

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	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Budget Implications				
Develop a management system to manage Asbestos and Fire Registers for the Council	H&S2427_01	TBC	TBC	-
-	-	-	-	-
Efficiencies Generated				
Report Management via Mod Gov more efficient, effective production and distribution of agendas and anticipated reduction in Officer time required in internal review meetings	DEM2427_01	TBC	TBC	
E-Agenda's - Reduction in printing, postage and printing costs for Agendas	DEM2427_01	TBC	TBC	-
New business/increased income				
-	-	-	-	-
Net Change in Revenue Budgets		*Note	*Note	*Note

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

**REVENUES, BENEFITS AND CUSTOMER SERVICES BUSINESS
PLAN 2024/27**Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Council Tax collected in year (%) (BV9)	97.0%	97.0%	97.4%	98.5%	98.5%	98.5%	Head of Revenues, Benefits and Customer Services Performance is monitored against the gov.uk website.
Non-domestic rates collected in the year (%) (BV10)	96.6%	97.4%	98.8%	98.5%	98.5%	98.5%	Head of Revenues, Benefits and Customer Services Performance is monitored against the gov.uk website.
Percentage of DHP contribution compared to DWP grant (FRLocal_15)	86.0%	100%	118%	100%	100%	100%	Head of Revenues, Benefits and Customer Services The Council's DHP contribution from central government has been significantly reduced and as a result it is likely that the Council will be required to top up the amounts to support the most vulnerable. The Council was provided an additional amount of funding through Nottinghamshire County Council's Household Support Fund which allowed an increase in expenditure above the 100% DWP contribution.
Number of online payment transactions to the Council	53,479	59,537	59,179	62,000	62,000	62,000	Head of Revenues, Benefits and Customer

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)
(CSLocal_14)							Services Online transactions will continue to be promoted as the best method of communicating with the Council.

KEY PERFORMANCE INDICATORS (KPI)

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

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average time (days) to process Benefit claims (BV78a)	8.7	8.8	7.9	9.0	9.0	9.0	Head of Revenues, Benefits and Customer Services The Council's performance is in the upper quartile for the Country
Average time (days) to process Benefit change of circumstances (BV78b)	3.5	4.5	4.6	4.0	4.0	4.0	Head of Revenues, Benefits and Customer Services The Council's performance is in the upper quartile for the Country
Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (BV79b(ii))	20.7%	26.5%	26.4%	25%	25%	25%	Head of Revenues, Benefits and Customer Services With the rising cost of living, the team are giving greater consideration to the recovery of overpayments to ensure we do not put households in to hardship.

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)
Calls handled (<i>Answered in Contact Centre</i>) (CSDData02)	69,335	62,775	73,170	70,000	70,000	70,000	Head of Revenues, Benefits and Customer Services The service has experienced change in relation to Housing Repairs calls being handled within the Housing Team. This will reduce the volume of calls being received by the Customer Services Team and, as a result, limit the number of calls that can be handled by the team.
Switchboard Calls Answered (CSDData11) (New)	-	-	45,754	48,500	48,500	48,400	Head of Revenues, Benefits and Customer Services Data only collected for full year in 2022/23. The target is based on ensuring an abandonment rate of less than 5%.

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
Manage the introduction of Universal Credit (UC) RBCS1620_01	Transfer of working age HB claims to UC will be administered by the DWP	Other council departments, system suppliers and DWP	Head of Revenues, Benefits and Customer Services March 2025	The roll out of UC continues and will reduce the amount paid out by the Council. This will impact on the Subsidy amounts that can be claimed.
Implement the updated Customer Services Strategy with focus on updated reception area RBCS1620_06	To create a modern welcoming environment for customers.	Work with partners and other council departments.	Head of Revenues, Benefits and Customer Services April 2025	The Council has set a budget to allow the redevelopment of the reception area.
Business Rates Review BCS2023_01	To review the relevant Rateable Value (RV) of Businesses.	Working with Newark and Sherwood District Council (NSDC) and Analyse Local to review the Rateable Values	Head of Revenues, Benefits and Customer Services September 2024	Contract with NSDC will cost £20k per annum. Analyse Local will charge 10% of any RV that they identify as an increase. Any amounts payable will link to an increase in Business Rates collectable. Analyse Local will also provide software that will allow greater analysis of the data at £2k per annum, which is within the existing budget. Discussions are taking place on the basis of extending this contract for two years until September 2026.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Evaluate and implement OpenChannel, subject to business case RBCS2124_01	To implement the OpenChannel module giving end to end online functionality for Customers in Council Tax and Benefits	Relevant software provider, using the relevant procurement framework	Head of Revenues, Benefits and Customer Services September 2024	Promoting online facilities allowing integration with the back office system. Initial quotations provided with further evaluation required. Efficiencies to be made through reduction in hours as a result of reduced need for re-keying information and reduced calls made to the Contact Centre. Discussions continue with software provider around the proposed cost of the software and implementation.
Reduce telephone abandonment RBCS2023_03	Reduce the number of calls that are abandoned in the Contact Centre and in the back Office.	Working with all relevant departments to ensure telephones are answered in a timely manner	Head of Revenues, Benefits and Customer Services March 2025	Work has taken place to reduce abandonment rate and this is now within target. Analysis will continue to ensure this is maintained.
Email Connect RBCS2225_02	To implement the Information@work email connect module, providing automatic referencing of emails received.	Working with Information@work	Head of Revenues, Benefits and Customer Services March 2025	Information@work have provided a quote of £13,400. This additional software only becomes available once the Council upgrades to the latest version of Information@work, which will not be available until 2024/25.

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	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Budget Implications				
Evaluate and implement OpenChannel*	RBCS2124_01	TBC	TBC	TBC
Implement the updated Customer Services Strategy with focus on the updated reception area	RBCS1620_06	-	-	-
Business Rate Review	RBCS2023_01	20,000	20,000	20,000
Email Connect*	RBCS2225_02	13,400	0	0
Efficiencies Generated				
Evaluate and implement OpenChannel*	RBCS2124_01	TBC	TBC	TBC
Email Connect*	RBCS2225_02	20,000	20,000	20,000
New business/increased income				
Business Rate Review	RBCS2023_01	100,000	75,000	75,000
Net Change in Revenue Budgets		*Note	*Note	*Note

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

ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN 2024/27Introduction

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

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

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

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

Background

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

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

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

Business Plan – Performance Indicators and Key Tasks for Improvement

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

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

CRITICAL SUCCESS INDICATORS (CSI)

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

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
System Availability (ITLocal_01)	100%	99.9%	99.2%	99.5%	99.5%	99.5%	Head of ICT and Corporate Services
Virus Protection / Cyber Security (ITLocal_05)	100%	100%	100%	100%	100%	100%	Head of ICT and Corporate Services

OTHER PERFORMANCE INDICATORS

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

Key Performance Indicators (KPI)

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Service Desk Satisfaction (ITLocal_02)	97.8%	97.6%	Not yet available	98%	98%	98%	Head of ICT and Corporate Services ICT are migrating to a new Service Desk. Customer feedback will be collected once service desk is reinstated. Target for user testing is December 2023.

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)
Percentage of Capital Projects in the annual BBSi Programme Completed in the current year (ITLocal_04)	100%	93%	88%	100%	100%	100%	Head of ICT and Corporate Services Employee resource / recruitment difficulties in current job market impacted completion of the programme. Recruitment for vacancy is ongoing to look to resolve resourcing issue and ensure future programme completion is achieved.

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
<p>Digital Strategy Implementation</p> <p>Implementation of the technology and processes required to provide digital services our customers choose as their preferred channel</p> <p>IT2326_01</p>	<p>To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency.</p> <ul style="list-style-type: none"> • Implementation of Licensing forms • Investigate mobile technology solution for Environmental Health • Continue delivery of the appropriate technology to support agile working 	<p>Digital Strategy / Access Strategy with reporting tools implemented</p>	<p>Executive Director Head of ICT and Corporate Services</p>	<p>Leveraging further benefits from the Microsoft Teams platform to reduce business mileage and enhance customer service experience.</p> <p>Integrate voice services and contact centre elements to enable employees to service / meet customer needs from any location.</p> <p>Estimated Costs - Business case and report will be required in order to obtain capital funding in the following years:</p> <p>2024/25 £40,000 2025/26 £40,000 2026/27 £40,000</p>

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications/ Efficiencies / Other comments
<p>ICT Security Compliance:</p> <p>PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments IT2326_02</p>	<p>Compliance with latest Government and Payment Card Industry security standards.</p> <p>Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly.</p> <p>Renew Cyber Essentials Accreditation</p>	<p>ICT security solutions are researched/ implemented.</p> <p>Shared learning re cyber incidents</p>	<p>Head of ICT and Corporate Services</p>	<p>Continued compliance with industry standard best practice implementation of security systems and end user equipment to ensure council's systems remain appropriately protected whilst maintaining ability to continuously adapt to support new Agile Working methods and technologies</p>
<p>SAN and ESXI Servers:</p> <p>Refresh SAN storage and ESXI server infrastructure IT2326_03</p>	<p>Replacement and enhancement of current equipment to support future business growth and reliable delivery of Council services</p>	<p>Learning from partner sites will inform approach</p> <p>Tender process required as part of procurement exercise</p>	<p>Head of ICT and Corporate Services</p>	<p>Improved performance of Council systems, improved reliability, improved management, scaled to support business growth and service improvements throughout the Council</p>
<p>New Ways of Working Mobile/Agile Working:</p> <p>Continue work to ensure agile working approaches continue to be fit for purpose IT2326_04</p>	<p>Review NWOW implementation at Kimberley Depot</p>	<p>Learning from other Local Authority sites will inform the Council's approach</p>	<p>Head of ICT and Corporate Services</p>	<p>Enable employees to work more efficiently, helping to improve service delivery.</p> <p>Reducing travel/mileage claims and reducing Council's carbon footprint.</p>

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications/ Efficiencies / Other comments
Telephony: Replace the Council's current Contact Centre telephony solution IT2427_01	Enhance the current features of the system to introduce voice and contact centre capability for the Council	Learning from partner sites will inform approach	Head of ICT and Corporate Services	Improved staff efficiency, improved customer service, improved management intelligence to support improved service delivery

The shadowed rows indicate reduction impact on Climate Change and Green Futures

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	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Budget Implications				
-	-	-	-	-
Efficiencies Generated				
ICT Solutions have enabled efficiencies in the following: <ul style="list-style-type: none"> • Planning Public Access, Consultee access and Electronic Document Management system allows the council to operate more efficiently, make CO2 reductions and deliver against increased planning applications without more staff. Legal Services, Democratic Services and Environmental Health all benefit from the introduction of this technology • Mileage has reduced 35% due to improved use of technology • Kofax system has provided 56% invoice matching at first point of contact 	-	See below	See below	See below

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Efficiencies Generated (continued)				
<ul style="list-style-type: none"> Improved technology has allowed the council to redirect staffing resources to allow additional activities to be carried out without increasing costs Circa £5,000 - £10,000 per efficiency made with introduction of each technology estimated Reduced handling, and in some cases elimination of paper from processes Broadband Renewal 	-	(5,000)	(5,000)	(5,000)
New business/increased income				
-	-	-	-	-
Net Change in Revenue Budgets		*Note	*Note	*Note

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