

Report of the Portfolio Holder for Resources and Personnel Policy

REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE – DECEMBER 2023 QUARTER 31. Purpose of report

To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.

2. Recommendation

Cabinet is asked to NOTE the progress made in achieving the Corporate Plan priorities and financial performance for the quarter ended 31 December 2023.

3. Detail

The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. Business Plans are primarily linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety. In addition, the support service areas of Resources, Revenues, Benefits and Customer Services and ICT and Business Transformation are also considered. Business Plans for 2023/24 were approved by Cabinet on 7 February 2023.

As part of the Council's performance management framework and to meet the commitment to closely align financial and performance management, the Business Plans for the priority areas are considered alongside detailed revenue budget estimates, capital programme and other financial information.

Members and senior management receive regular reports during the year which review progress against their respective Business Plans, including a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide Members with an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI), identified as a means by which outcomes relating to corporate priorities and objectives can be measured. This summary is detailed in **APPENDIX 1A**. The report for Liberty Leisure Limited is also included at **APPENDIX 1B**.

A summary of the financial position as at 31 December 2023 with regard to the employee budgets, controllable income headings and a summary of the capital expenditure position is included in **APPENDIX 2**.

4. Key Decision

Not applicable.

5. Updates from Scrutiny

Not applicable.

6. Financial Implications

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

Any financial implications are considered in the report and appendices.

7. Legal Implications

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

There are no specific legal implications that arise from this report.

8. Human Resources Implications

There were no comments from the Human Resources Manager.

9. Union Comments

There were no Unison comments in relation to this report.

10. Climate Change Implications

Climate change implications are considered as part of the business planning and budget setting process.

11. 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.

12. Equality Impact Assessment

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

13. Background Papers

Nil

APPENDIX 1A

PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan for 2020-2024 was approved by Council on 4 March 2020. It sets out the Council's priorities to achieve its vision to make "A greener, safer, healthier Broxtowe where everyone prospers". Over the period, the Council will focus on the priorities of Housing, Business Growth, Environment, Health and Community Safety.

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.

2. Business Plans

A series of Business Plans linked to the five corporate priority areas were approved by Full Council on 1 March 2023. In addition, the Business Plans for the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were also approved.

The respective Business Plans detail the projects and activities undertaken in support of the Corporate Plan 2020-2024 for each priority area. These cover a three-year period but are revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee / Cabinet. This includes a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.






3. Performance Management

As part of the Council's performance management framework, Committees / Cabinet and Members receive reports of progress against the Business Plans. This report provides the outturn data relating to Critical Success Indicators (CSI) for each area and a summary of the progress made to date on key tasks and priorities for improvement in 2023/24 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).






The Council monitors its performance using the Pentana Risk performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the performance reports is as follows:





Action Status Key

| Icon | Status | Description |
|---|-------------|---|
|  | Completed | Action/task has been completed |
|  | In Progress | Action/task is in progress and is currently expected to meet the due date |
|  | Warning | Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date) |
|  | Overdue | Action/task has passed its due date |
|  | Cancelled | Action/task has been cancelled or postponed |

Performance Indicator Key

| Icon | Performance Indicator Status |
|---|------------------------------|
|  | Alert |
|  | Warning |
|  | Satisfactory |
|  | Unknown |
|  | Data Only |

Housing - Critical Success Indicators 2023/24




| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|------------------|----------------|--|
| Green  | BV66a Rent Collection: Rent collected as a proportion of the rent owed | Monthly | 100.91% | 100.76% | 98.23% | 99.00% | <p>There has been an increase of £10,780 when you compare the arrears outstanding at the end of December 2022 and December 2023.</p> <p>The team continues to see an increase in case completions and whilst this is very positive the standard of work completed is equally important and the Income Managers have asked Income Collection Officer's to focus on high level cases. It is hoped that will result in a reductions of individual's accounts together with an overall arrears figure reduction over time.</p> <p>The Universal Credit managed migration continues to affect our residents but is happening at a manageable pace for our team.</p> <p>Our Financial Inclusion Officers saw an increase in complex referrals before Christmas, which involved Attendance Allowance applications and PIP applications that are time consuming to complete, we are currently advising non urgent cases to expect a 14 day delay before receiving contact.</p> |
| Green  | HSLocal_42 Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted | Monthly | 84.6% | 71.3% | 80.5% | 70% | An average of 80.5% of cases for quarter 3. This comprises of 81.2% in the month of October, 84.5% in the month of November and 75.8% in the month of December 2023, this is a 7.9% increase on quarter 3 2022/23. |
| Green  | HSTOP10_02 Gas Safety | Monthly | 99.84% | 99.41% | 100% | 100% | During the last quarter a total of 844 gas servicing appointments were successfully carried out without the requirement of attending court to obtain warrant of entry. |
| Red  | HSTOP10_01 Overall Satisfaction | Annually | 85.80% | 70.68% | - | 89% | This PI is now annual as per the requirements of the Tenant Satisfaction Measures from the Regulator of Social Housing. |




Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2023/24 Performance Outturn report.





HSLocal_39 Number of New Council houses built or acquired 2022/23 = 6. The target for 2023/24 is 23.

NI 154 Net additional homes provided 2022/23 = 332. The target for 2023/24 is 430.


Housing - Key Tasks and Areas for Improvement 2023/24




| Status Icon | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|---|------------|---|--|
| In Progress  | HS2023_02 Implement Housing Strategy | Improve housing services | 75% | Mar-2024 | The strategy was approved in September 2020, and work is progressing on Year 3 of the strategy. |
| In Progress  | HS2124_02.1 Implement Asset Management Strategy 2022 to 2025 (<i>Asset Management</i>) | Plan to fully utilise assets held within the Housing Revenue Account | 40% | Dec-2024 | <ul style="list-style-type: none"> Implementation of service improvements within the Asset Management and Development team to deliver the asset management plan for Q4 24/25. A key part is appointing a consultant to provide NPV analysis of property performance Social Housing Decarbonisation Fund funding bid successful to carry out works to Princes Street / Wellington Street. Modernisation programme continues. |
| In Progress  | CP2326_01b Energy Efficiency Schemes (Housing Stock) | To ensure that service is value for money and benefits from improved technology | 50% | Due date in line with Council's net zero Target of 2027 | EPC data for all Housing Stock is being collated by Nottingham Energy Assessors (circa 2000 EPCs over 24 months). This will inform energy efficiency measures to be undertaken. We are currently in receipt of Social Housing Decarbonisation Fund funding to commence EWI works at Princes St, Eastwood. |




| Status Icon | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|--|------------|----------|--|
| In Progress  | HS1922_02 Implement 10 year housing new build delivery plan | Add to the social housing stock Produce affordable homes to rent | 83% | Dec-2029 | <p>33 properties have been acquired back into the social housing stock since 2019.</p> <p>Work has started on the redevelopment of the following garage sites:</p> <ul style="list-style-type: none"> • Felton Close, Chilwell (4 dwellings) • Gayrigg Court (2) • Selside Court (3) • Inham Nook / Barn Croft, Chilwell <p>The Field Farm development has commenced, with the proposed handover of May 2024 for the 22 Council properties and August 2024 for the 4 Shared Ownership properties. Work will begin shortly on Chilton Drive, Watnall to provide 2 new Council homes.</p> <p>Negotiations are taking place to purchase 5 flats on Church Street, Stapleford and 7 flats on Derby Road, Bramcote.</p> |
| In Progress  | HS2225_02 Pilot solar panelled scooter stores at Independent Living Schemes | Support tenants to be independent Use of energy efficient technology | 75% | Mar-2024 | The solar powered mobility store is no longer manufactured. The Capital Works team are exploring other options which may be appropriate for the site previously chosen. Due date extended from December 2023 so other options can be explored. |
| In Progress  | HS2225_05 Implement new processes and procedures for recharges | To increase income to the HRA | 5% | Dec-2024 | Preliminary discussions undertaken to review scope or requirements. Once the new Schedule of Rates have been added onto Capita Open Housing, this will allow more accurate costing and recharging of jobs. Due date extended from March 2024. |

| Status Icon | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|---|------------|----------|---|
| In Progress  | HS2225_07 Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan | To prevent homelessness and rough sleeping To offer support to those who experience homelessness | 25% | Mar-2027 | This is an Ongoing Action as per the Housing Business Plan 2023/26. |
| In Progress  | HS2326_01 Home Release Scheme | To reduce waiting list, particularly for large homes | 66% | Mar-2024 | The Home Release Scheme was launched in April 2023. Work is being undertaken to identify those on the waiting list that the scheme could benefit. Marketing the scheme via leaflets, social media, events etc. is ongoing. |
| In Progress  | HS2326_02 Review Mobile Cleaning Caretaking Service | To improve the condition of our estates | 90% | Mar-2024 | The Caretaking Service has been reviewed, and two new posts have been advertised. New tasks have been added into the role. A programme of communal area cleaning in blocks of flats is being developed, which will be undertaken by the Caretaking and Cleaning teams. |
| In Progress  | HS2326_03 Review and retender Lifeline Services | To ensure that service is value for money and benefits from improves technology | 90% | Mar-2024 | A two-year extension to the original contract has been submitted via the Northern Housing Consortium. |

Housing – Key Performance Indicators 2023/24

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|--|-----------|------------------|------------------|------------------|----------------|--|
| Green  | HSLocal_11 Identify five Private Sector dwellings to implement a plan to return into occupation or demolish | Quarterly | 25 | 26 | 9 | 24 | Of the 34 new cases reported to us as empty properties since 1 April 2023 21 are still open. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|------------------|----------------|---|
| Red  | HSLocal_29 Electrical compliancy | Monthly | 73.2% | 80.00% | 83.9% | 100% | The figures are improving with a 5.4% increase from quarter 2. During this quarter 295 properties were tested, leaving 575 outstanding. We are entering into the challenging situation of arranging access appointments for both contractors, with the number of pass-back properties, the Housing Repairs team are constantly knocking on doors, making phone calls, also delivering letters once again to tenants. |
| Red  | HSLocal_40 Numbers of homeless households housed outside of the Borough in temporary accommodation | Monthly | 94 | 118 | 7 | 0 | <p>During quarter 3 a total of 27 households were placed in temporary accommodation outside the Borough. Of these 7 were for over 7 days.</p> <p>Of the 27 placed, 3 households were at risk of Domestic Abuse and need to be placed outside the Borough while their circumstances were risk assessed. Six were rough sleepers and placed out of hours. A further two were assessed as being in priority need with no other accommodation available at that time.</p> <p>For all the cases there was no other suitable temporary accommodation available at the time of placing. As soon as space does become available in our own Temporary Accommodation or in refuge we will move somebody out of B & B as soon as possible.</p> |
| Green  | HSLocal_BM05 Reactive appointments made and kept | Quarterly | 97.7% | 96.2% | 97.7% | 98.0% | During quarter 3 2023/24, 3,486 appointments were made for quarter 3. 3,405 were kept and 81 were not. 51 were due to emergency jobs taking priority, 19 appointments could not be rearranged for the same time and day due to operative sickness and 11 appointments could not be carried out due to the weather. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|--|-----------|------------------|------------------|------------------|-------------------------------|--|
| Green  | HSLocal_03a Void Rent Loss | Quarterly | - | - | £186,454 | £350,000 £262,500 (Q3) | New Performance Indicator 2023/24. The quarter 3 rent loss figure is a cumulative total of rent loss since April 2023, which is £186,454. There has been a total of 17,424 void days since April 2023. From October - December 2023 the void rent loss was £49,384 with a total of 4,736 void days. |
| Red  | HSTOP10_03a Average Relet Time - Independent Living | Quarterly | 127 | 170 | 49 | 40 | In quarter 3 2023/24 there were 26 properties relet. On average, there was 49 days between the properties becoming void and being relet. The void property that took the longest to be relet was 113 days void; in comparison, the shortest void time was 10 days. The average relet time increased during December 2023, however the average relet has been reducing during 2023/24. |
| Red  | HSTOP10_03b Average Relet Time - General Needs | Quarterly | 83 | 88 | 50 | 20 | In quarter 3, there were 33 properties relet. On average, there was 50 days between the properties becoming void and being relet. The void property that took the longest to be relet was 123 days void; in comparison, the shortest void time was 7 days. On average, it took 5 days between the properties being ready to let and the sign-up being completed. The team has significantly decreased our average void time from quarter 2 2023/24. In quarter 2 the average relet time for General needs was 85 days in quarter 3 this has reduced to 50 days. There has been a continuous reduction in the relet time which has been a result of improved communication facilitated by a comprehensive void tracker and weekly void meetings. Weekly progress updates have allowed teams to aim to schedule sign-ups for the day the property is due to be ready to let. |





Data for the following Key Performance Indicators is calculated and reported annually and will be included in the 2023/24 Performance Outturn report.

DSDData_20 Number. of Residential Planning Commitments in 2022/23 = 1,717




NI 155 Number of affordable homes delivered (gross) 2022/23 = 71. The target for 2023/24 is 85




NI 159 Supply of ready to develop housing sites 2022/23 = 100%. The target for 2023/24 = 100%




Business Growth – Critical Success Indicators 2023/24

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|------------------|----------------|--|
| Amber  | TCLocal_01a Percentage of town centre units occupied: Beeston | Quarterly | 91.7% | 92% | 91% | 95% | A few new units in the town centre, including another White Rose charity shop and Oriental Mart. Demolition has taken place on corner of Villa Street and new construction is now taking place, which will reduce vacancy rates. A few persistent long-term vacancies remaining on the high street. No significant changes to the town centre since last report. |
| Amber  | TCLocal_01b Percentage of town centre units occupied: Kimberley | Quarterly | 91.8% | 90% | 92% | 93% | No significant changes to the town centre. Botology on the high street has relocated to Langley Mill. There is a unit on Main Street that has been marked for demolition but this has still not occurred – has been like that for a long time. When it is demolished the vacancy rate will reduce further but no signs that this is going to occur. |
| Red  | TCLocal_01c Percentage of town centre units occupied: Eastwood | Quarterly | 88.3% | 89% | 85% | 93% | Long-term vacant units have remained the same. Vacancy rate increased slightly, HSBC has now closed. |
| Amber  | TCLocal_01d Percentage of town centre units occupied: Stapleford | Quarterly | 86.3% | 92% | 92% | 93% | Vacancy rates has remained steady and is close to target. Town Centre Recovery Fund now largely completed so no anticipated further changes arising from grants. No significant changes to retailers in the high street. |






Business Growth – Key Tasks and Areas for Improvement 2023/24

| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|---|--|--|------------|---|--|
| In Progress  | BG2023_05 Bring forward the Greater Nottinghamshire Strategic Plan [Core Strategy] | Successfully steer the Core Strategy through its examination process receiving a report recommending adoption from the appointed Planning Inspector | 50% | Adoption is currently anticipated in approx. March 2026 | The 'Issues and Options' ('Growth Options') consultation took place in July 2020 and February 2021. A 'Preferred Approach' consultation took place in January- February 2023 and a further consultation focussing on logistics development took place in September-November 2023. Further evidence work is currently being undertaken, including transport modelling, and a consultation on the 'Publication Version' of the Strategic Plan is expected to take place in 2024. |
| In Progress  | BG2023_07 Gypsy and Traveller site allocation | Reports to Portfolio Holder for Development and Asset Management for appropriate actions in 2022. | 15% | Dec-2025 | The latest (2021) Gypsy and Traveller Accommodation Assessment (GTAA), prepared as part of the review of the Core Strategy, indicates no need for provision for Gypsies and Travellers (or Travelling Showpeople) in Broxtowe for the period to 2038. The allocation, or a Supplementary Planning Document, may therefore no longer be necessary but this position will be kept under review. |
| In Progress  | BG2124_01 New Broxtowe Economic Growth and Regeneration Strategy to 2025 and review of the current Economic Development and Growth Strategy | A new framework for economic development within the Borough aligned to the Mayoral Combined Authority and other plans for local and regional growth. Including specific plans for Stapleford, Eastwood and Kimberley. A new framework for economic development within the Borough aligned to the sub regional plans for growth and Levelling Up Including specific plans for Stapleford, Eastwood and Kimberley. | 80% | June-2024 | The new Economic Development Strategy is nearly ready, with the core 10-point framework revised in line with priorities and changing needs. Input from the Skills Quest Broxtowe report produced by the SPF Stakeholder Manager has provided significant support for the Strategy due to sharing of data. Due date revised to June 2024 in line with the proposed Business Growth Business Plan 2024/27. |

| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|---|------------|----------|--|
| In Progress  | BG2225_01 Deliver Stapleford Town Deal | Develop and deliver the 6 projects identified for Stapleford Town Deal | 30% | Mar-2026 | The Borough is the accountable body for £21.1 million which must be defrayed by 2025/26. Work continues on the Stapleford Towns Fund projects. The grant funding scheme was completed by December 2023 and it has been proposed for the remaining allocation is to be used for tackle the errant properties on the High Street, the proposal is to be taken to Cabinet for approval. The Enterprise Hub Building project is moving in to the next stage of design and a proposed name for the building is to be announced in the near future. The Library Learning Facility work on phase 2 of the works for the building façade are due to be completed Spring 2024. Feasibility works are under review for the cycle network. The tendering process of a main contractor for the Community Pavilion and Young Peoples Centre is nearing completion and next stage of evaluation of bids to take place. |
| In Progress  | BG2326_02 Deliver Kimberley Levelling Up Fund Programme | Develop and deliver the three projects identified for the Kimberley Town Deal | 12% | Mar-2025 | The Borough is the accountable body for £16 Million which must be defrayed by 2025. All three projects have started. One project awaiting planning permission. Three are at design stage. Circa £550,000 has been largely spent with a further £350,000 committed in quarter 2. |
| In Progress  | BG2326_05 (New) Create a new Markets and Retail Events Programme for the Borough | Delivery of events based model for markets and retail events | 20% | Mar-2024 | The Stapleford Market continues and the Beeston Market is working well. There has been a Stapleford Food Fair and Beeston Night Light events, which have both been very successful. The monthly craft fairs restart in March and take up for traders is good. The intention is to have more of these events in the future, moving towards and events led model, and an events programme will be taken to a future Cabinet meeting for approval. |






| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|---|--|---|------------|--|---|
| In Progress  | EMDC2225_01 Support the work programme of the East Midlands Development Corporation | 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. Ongoing work. | 75% | Ongoing | The Government announced that the Investment Zones scheme was not going ahead in the Autumn 2022 statement, so no further work will be taking place on this venture. The DevCo programme is mainly being supported by Planning Manager with support provided by the Economic Development team. Engagement with the Development Corporation is currently paused whilst everybody better understands the implications of the decision to withdraw HS2. 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 |
| In Progress  | BG2326_06 (New) Planning Policy Work Programme | Work Programme and priority list for Planning Policy work. | 30% | Ongoing | Responding to current planning trends updating and informing Councillors on progress with key planning policy milestones. Adapting the work programme where necessary. |
| In Progress  | JBG1518_06 Assist in the preparation of Neighbourhood Plans | Approve Neighbourhood Plan Area designations for all parish areas where they are wanted and progress to 'adoption' of the Plans | 60% | Target dates will vary depending on the details of each emerging Plan. | The Nuthall and Awsworth Neighbourhood Plans are 'adopted' ('made'). A referendum will be held on 15 February 2024 regarding the Cossall Neighbourhood Plan. A referendum is likely to be held later in 2024 regarding the Chetwynd: The Toton and Chilwell Neighbourhood Plan. Work on other Neighbourhood Plans is ongoing. |

Business Growth – Key Performance Indicators 2023/24




| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q2* Value | 2023/24 Target | Notes |
|--|--|-----------|------------------|------------------|-------------------|----------------|---|
| Red  | BV204 % of appeals allowed against authority decision to refuse planning permission (Delegated or Committee Decisions with Officer Recommendations) | Annually | 42.86% | 55.56% | 40.00% | 10.00% | 2020/21 - 5 of 18 appeals allowed 2021/22 - 6 of 14 appeals allowed 2022/23 - 15 of 27 appeals allowed Allowed appeals are lower than target as there was a low rate of upheld appeals for decisions that are contrary to officer recommendation. |
| Data Only  | DSData_18 Appeals allowed against refusals % (Committee Overturns) | Annually | 75.00% | 80.00% | 0.00% | 10.00% | Target is 10%. Data collected annually. There were no decisions overturned in quarter 1 2023/24. |
| Red  | NI 157a Processing of planning applications: Major applications determined within 13 weeks | Monthly | 90.32% | 80.77% | 76.92% | 92.00% | The Council proportionally only receives a few major applications therefore if a few are not determined within the 13-week timeframe the percentage difference can be stark. In quarter 1 2023/24 six out seven major planning applications were determined within timescale. The other was delayed by a Section 106 agreement. |
| Amber  | NI 157b Processing of planning applications: Minor applications determined within 8 weeks | Monthly | 93.89% | 92.47% | 88.57% | 94.00% | There were three applications that were not determined within timescale as extensions of time were not agreed with the agents. |
| Green  | NI 157c Processing of planning applications: Other applications determined within 8 weeks. | Monthly | 97.29% | 96.93% | 98.62% | 98.00% | |



* The data for quarter 3 2023/24 will be available in due course – delayed due to system testing.





Environment Critical Success Indicators 2023/24


| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|--|-----------|-------------------------------------|------------------------|-------------------|------------------------|--|
| Unknown  | CCGF_001 Annual Reduction in Broxtowe Borough Council own operation emissions (tCO _{2e}) | Annually | -23% | -1% | Reported annually | -11% | New performance indicator 2023/24 to be reported annually. |
| Unknown  | CCGF_002 Cut carbon emissions by 50% by 2026/27 based on a 2018/19 baseline (tCO _{2e}) | Annually | 2,399tCO _{2e} (revised) | 2,378tCO _{2e} | Reported annually | 2,481tCO _{2e} | New performance indicator 2023/24 to be reported annually. Baseline in 2018/19 = 3,704 tCO _{2e} Data for 2021/22 has been updated to reflect accurate utility data reporting. The figure has been revised from 3,099 tCO _{2e} . A reduction of 1% was achieved between 2021/22 and 2022/23. Since 2018/19 there has been a 36% reduction in the Council's own operation carbon emissions. |
| Unknown  | CCGF_003 Green Rewards: Tonnes of carbon emissions avoided through Green Rewards (tCO _{2e}) | Annually | 26.9 tCO _{2e} | 122.1tCO _{2e} | Reported annually | 150 tCO _{2e} | New performance indicator 2023/24 to be reported annually. |
| Red  | NI 192 Percentage of household waste sent for reuse, recycling and composting | Quarterly | 37.55% | 36.83% | 37.57% | 43.00% | This is estimated as not all weight data has been received. The percentage recycled has decreased slightly from 38.9% in quarter 2 to an estimated 37.57%. This is due to a slight reduction in garden waste tonnage. |
| Amber  | PSData_09 % of Parks achieving Broxtowe Parks Standard | Annually | 98% | 98% | 96% | 98.00% | The Council has significantly invested in its parks over recent years, including changing management regimes to increase biodiversity. In 2023/24 a review of the assessment was undertaken to ensure it takes into account a wider specification of sites. Scores in 2023/24 reflect the change in methodology. |

Environment – Key Tasks and Areas for Improvement 2023/24





| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|---|------------|----------|--|
| In Progress  | ENV1518_04 Implement Key Actions in Green Infrastructure Strategy | Develop, improve and promote Green and Blue infrastructure in the Borough incorporating strategic actions in Green futures programme | 95% | Mar-2024 | Work continues to deliver the actions. These have now been captured within the refreshed Climate Change and Green Futures Strategy (Theme 7: Natural Environment). A review of the key strategic actions is currently being undertaken on the Green Infrastructure Strategy and this has now been completed and will culminate in a report to Cabinet in the Spring of 2024. |
| In Progress  | ENV1720_01.3 Apply a strategic approach to tree management and planting | Work with partners, land owners and other agencies to plant 2,000 trees per year. Work with volunteers as part of the Clean and Green initiative to achieve this outcome. | 95% | Mar-2024 | The 2023/24 tree planting schemes for the winter have now been completed. The 'free tree' event, launched at the beginning of November 2023 and focused on providing 800 native UK grown trees. This was again delivered through the Green Rewards Programme. In 2023, the Council adopted its first Tree Strategy for the management of the Council's own |
| In Progress  | ENV1922_01.1 Implementation of the Clean and Green Initiative | Implement a range of initiatives aimed at making Broxtowe a Cleaner and Greener place for residents and visitors to the Borough. | 80% | Mar-2025 | 58 events took place in 2022/23, including: four green festival events, talks to schools and community groups, days of action and a large number of community litter picks. In quarter 3 54 events were undertaken, with over 1,600 residents engaged. The Green Festival in Coronation Park, Eastwood, attracted over 300 visitors. |







| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|--|------------|----------|---|
| In Progress  | ENV1821_03 Improve Play Areas and Parks and Open Spaces | Ensure sites are Health and Safety and DDA Compliant | 95% | Mar-2024 | <p>As part of the ongoing Pride in Parks program in 2023/24, there are a number of improvement works scheduled for:</p> <ul style="list-style-type: none"> • Queen Elizabeth Park, Stapleford - completed • Sandgate Open Space, Bramcote - completed • Banks Roads Open Space, Toton - completed • Bramcote Hills Park, Bramcote - Currently awaiting confirmation of FFC funding • Coronation Park, Eastwood to be completed in quarter 4 • Leyton Crescent, Beeston – will be completed in quarter 4 • Long Lane Recreation Ground, Attenborough - completed <p>These works include:</p> <ul style="list-style-type: none"> • Refurbishment of equipment. • Addition of new equipment where possible. • Resurfacing improvements to increase accessibility and reduce maintenance. |
| In Progress  | ENV2023_03 Identify areas of new Green Space for public use | Increase the total area of publically accessible green space in Broxtowe | 95% | Mar-2024 | <p>The former Hassocks allotments site in Beeston has an area of open space that has been allocated under a section 106 agreement. This will be adopted. The agreement includes a play area and an area of Sustainable Drainage, which will be managed for wildlife.</p> <p>Phase 1, Field Farm, Stapleford has now been adopted. This has an area of Sustainable Drainage which will be managed for wildlife.</p> <p>The former Biffa Landfill site in Bramcote, is also in the process of being handed over for Council ownership.</p> |






| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|--|------------|----------|--|
| In Progress  | ENV2023_05 Implement actions deriving from the Governments 'Our Waste, Our Resource: A Strategy for England' | Increase in the Council's recycling rate and increased awareness of climate change and waste and recycling issues. | 50% | Mar-2025 | The Environment Act was mandated in November 2021. An interim high level strategy was produced as a holding document. This is to be revised when full detail on the Act is released; this expected in 2024. Weekly food waste collections will commence October 2027. |
| In Progress  | ENV2124_01 Implement the actions identified within the Council's new Waste Strategy 2021-2025 | Increase in the Council's recycling rate, reduced amount of residual waste and improved awareness of waste minimisation. | 75% | Mar-2025 | The Environment Act was mandated in November 2021. Once full details have been released (expected 2024) a full revised Waste Strategy for the Council will be produced. An interim high level strategy has been produced as a holding document. Weekly food waste collections will commence October 2027. |
| In Progress  | ENV2124_02 Implement the strategic actions of Recycling Strand within the Climate Change and Green Futures programme | Increase in the Council's recycling rate and improved awareness of how to reduce waste | 75% | Mar-2025 | A revised Climate Change and Green Futures strategy was adopted by the Council in July 2023. 14 new actions for Recycling and Resources have been captured within the strategies, Carbon Management Action Plan. |
| In Progress  | ENV2124_03 Wildflower sowing and meadow management | New wildflower areas created and grass managed as wildflower meadows | 85% | Mar-2025 | In 2022/23 native wildflower plugs have been planted at six sites with the help of volunteers at Works that have been undertaken in 2023/24 include: <ul style="list-style-type: none"> • Native bulb planting Bramcote Hills park - Complete • Native bulb and flower planting Archers Field Complete • Native bulb and flower plating as part of tree event Hetley Pearson Complete • Native flower planting - Colliers Wood by the Friends of Colliers Wood - Complete • Mixed Native bulb planting - Strelley as part of Green Rewards |

| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|---|------------|----------|--|
| In Progress  | TR2124_01 Implement the strategic actions of the Transport and Fuel Strand of the Climate Change and Green Futures programme | Reduce the Councils emissions from the fleet and make a positive contribution to the Councils target of being net carbon zero by 2027 | 75% | Mar-2027 | <p>A revised Climate Change and Green Futures strategy was adopted by the Council in July 2023. 13 new actions covering the Transport and Travel theme have been captured within the strategies, Carbon Management Action Plan.</p> <p>Nine electric vehicles now form part of Broxtowe's fleet with the Council taking delivery of its first electric transit type van. The vehicle is used by the Playground Inspector and is highly visible within the community.</p> <p>A long term strategic plan to decarbonise the fleet is currently being developed. A transition to HVO was agreed by Cabinet in September 2023, this will significantly reduce the amount of diesel used within the fleet and subsequently reduce the Councils overall CO2 emissions by an estimated 26%.</p> |


Environment – Key Performance Indicators 2023/24




| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|------------------|----------------|---|
| Red  | BV82a(ii) Tonnes of Household Waste Recycled <i>(This is all waste and recycling material collected from households. It excludes trade waste and material collected from the household waste and recycling sites)</i> | Quarterly | 8,214.00 | 7,862.01 | 5,532.80 | 6,530.25 (Q3) | Currently behind target. This decrease in tonnage can be attributed in part to; lower glass tonnages, down 11% on the same period last year and the green lidded recycling bin, down 2% on the same period last year. |
| Red  | BV82b(ii) Tonnes of household waste composted | Quarterly | 7,308.00 | 6,934.02 | 6,029.52 | 6,750.00 (Q3) | Slightly behind target. This could be attributed to a much wetter autumn/winter 2023/24. |
| Green  | BV84a Household waste collected per head, in kilos <i>(This is all waste and recycling material collected from households. It excludes trade waste and material collected from the household waste and recycling sites)</i> | Quarterly | 361.00 | 349.99 | 266.35 | 265.50 (Q3) | Estimated data indicates currently slightly behind target. |
| Red  | NI 191 Residual household waste per household (Kgs) <i>(This includes all waste collected from black lidded bins, clinical and bulky waste)</i> | Quarterly | 507 | 496.37 | 370.40 | 360.89 (Q3) | Estimated data indicates currently behind target. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|--------------|------------------|------------------|-------------------|----------------|--|
| Amber  | NI 195a Cleanliness of the streets and open spaces within the Borough (levels of litter) | 3 x per Year | 96% | 96% | Not yet available | 97% | The second survey result is still in the process of being verified. This will be reported along with the third survey in quarter 4 2023/24. Survey 1 2023/24 = 94% There have been vacancies within the sweeper team which has impacted on service delivery. Vacancies have now been recruited to and a full team has been in place since mid-November 2023. |
| Red  | NI 195b Levels of detritus on the public highway | 3 x per Year | 95% | 95% | Not yet available | 96% | The second survey result is still in the process of being verified. This will be reported along with the third survey in quarter 4 2023/24. Survey 1 2023/24 = 94% There have been vacancies within the sweeper team which has impacted on service delivery. Vacancies have now been recruited to and a full team has been in place since mid-November 2023. |
| Green  | PSData_08 Number of trees planted | Annually | 3,357 | 4,017 | Reported Annually | 3,500 | Final number of trees planted across borough for 2022/23 was 4,017 trees. Tree planting for 2023/24 is currently taking place. |
| Data Only  | SSData_01 Reduce the number of fly tipping incidents | Quarterly | 249 | 546 | 438 | 500 | The 2023/24 target was revised following mid-year review. Street Cleansing teams have been encouraged to report all incidents of fly tipping, which may have attributed to the increase in incidents. Any fly tipping that is being reported, is general low level (a small number of black bags). It does not consist of large van loads of waste material. |
| Green  | SSData_10 Number of Clean and Green and environmental engagement events undertaken (including school visits) | Quarterly | 20 | 58 | 54 | 60 | The 2023/24 target was revised following mid-year review. Since April 2023 over 1,600 residents have been engaged in Clean and Green and environmental events. |
| Data Only  | TRData_01 Electric vehicles | Annually | 8 | 9 | 9 | 10 | All new vehicle procurement will be in line with the strategic actions from the Climate Change Strategy. |


| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|------------------|---------------------------|--|
| Data Only  | WMData_03b Number of garden waste subscriptions | Quarterly | 22,304 | 22,068 | 22,802 | 22,300 | The 2023/24 target was revised following mid-year review. The target for 2023/24 has been exceeded. |
| Green  | WMData_03c Income generated by Garden Waste Subscriptions | Annually | £858,538 | £872,960 | £925,023 | £925,000 | The 2023/24 target was revised following mid-year review. Level of income has exceeded target. |
| Green  | WMData_06a Income generated through Trade Waste | Annually | £618,927 | £703,574 | £631,376 | £633,000 | Level of income is on track to achieve target. |
| Green  | WMData_08 External income generated through Environmental Services | Annually | £209,000 | £204,327 | £192,168 | £190,000 £142,500 (Q3) | This income relates to the external income generated by the functions of the services with the Environmental Services Department. Level of income has exceeded target. |
| Green  | WMData_11 Residual (black lidded bin) Waste per household (kg) | Quarterly | 489.00 | 462.36 | 341.66 | 342.75 (Q3) | Slightly behind target. |





Health – Critical Success Indicators 2023/24

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|--|-----------|------------------|-------------------------|-------------------------------|----------------|--|
| Amber  | ComS_092 Personal wellbeing score for the Borough (out of 10) | Annually | 7.3 | 7.7 (estimate Mid-year) | Annual Data not yet available | 7.9 | Data collected by Office for National Statistics. Due to the pandemic the data collection method changed therefore data at Local Authority level is not available for 2020/21. The 2021/22 data shows that there has been a sharp decline in wellbeing across the country as a result of the pandemic. |






| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|--------------------|--------------------|------------------------|----------------|---|
| Green  | ComS_090 Air Quality – number of NO2 diffusion tube samples with annual mean reading at or below 40 micrograms m-3 | Annually | 100% | 100% | - | 100% | The air quality results are an annual mean (average) so we cannot report this quarterly. We have also supplemented the monitoring with a real time indicative monitor. We are in the process of revoking our remaining Air Quality Management Area and are not expecting any exceedances. |
| Data Only  | ComS_091 No. of Dementia Friends trained | Quarterly | 10 | 63 | 23 | 23 | Data for face to face training only BLZ online training figure unavailable as this links to the Alzheimer's Society training suite which does not record numbers trained by organisation |
| Data Only  | LLLocal_G09 Percentage of Inactive Adults in Broxtowe | Annually | 24.7 (Nov-2021) | 22.6 (Nov-2022) | Data not yet available | 20 | 25.3% at November 2019/20 24.7% at November 2020/21 22.6% at November 2021/22 |

Health – Key Tasks and Areas for Improvement 2023/24






| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|--|----------|----------|---|
| In Progress  | CCSS2326_E01 Develop and deliver the Culture and Events Strategy 2023-26 | Increase the number of local people accessing a cultural service | 10% | Mar-2026 | Progress has been made on one of the core tasks of producing a cultural map to better understand existing cultural activity in the Borough and where there may be gaps. This will then support the completion of other actions in the strategy. External funding which has been secured through the Arts Council to support a Broxtowe festival in June 2024. |



| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|--|------------|----------|--|
| In Progress  | CCCS2326_H01 Deliver Museum Strategy and Forward Plan | Increase the number of local people accessing the Museum | 15% | Mar-2026 | Visitors at the end of quarter 3 remain on track at 3,697, compared to 3,212 for the whole of 2022/23. In addition, a further 7,685 people have been engaged through wider outreach activities. Based on current data, we anticipate that the subsidy per visit will be £21.44 by the end of 2023/24 and the subsidy per engagement will be £6.96. External funding has been applied for to support projects at the museum and an outcome is awaited. Eleven recommendations were agreed through an Overview and Scrutiny review, of which 8 are in progress or completed. |
| In Progress  | COMS2124_08 Monitor and Update Mental Health Action Plan | Improvements in the Mental Health and wellbeing of people in the Borough. | 90% | Mar-2024 | The Mental Health Action Plan has been updated and merged into the Health and Wellbeing Action plan 2023/26 which was approved by Cabinet on 7 November 2023. |
| In Progress  | COMS2225_01 Monitor and update Dementia Partnership Action Plan | Improved awareness of issues surrounding dementia and better access to support for those with dementia and their carers / families | 80% | Dec-2023 | This has now been superseded by the Health and Wellbeing Action Plan 2023/26 and all incomplete actions have been transferred to the new plan which was approved by Cabinet on 7 November 2023. |
| In Progress  | COMS2225_02 Monitor and update Children and Young Persons Partnership Action Plan | Improvements in the Mental Health and wellbeing of people In the Borough | 85% | Jan-2024 | This has now been superseded by the Health and Wellbeing Action Plan 2023/26 and all incomplete actions have been transferred to the new plan which was approved by Cabinet on 7 November 2023. |

Health – Key Performance Indicators 2023/24





| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|---------------|----------------|--|
| Data Only  | ComS_041 Food Complaints/Service Requests | Annually | 377 | 238 | - | - | These relate to service requests and are in addition to the proactive advice provided to new business operators. |
| Data Only  | ComS_042 Infectious Disease notifications investigated | Annually | 12 | 32 | - | - | A wide range of different notifications of food borne illness investigated. |
| Amber  | ComS_050 Food Complaints - % responded to within timescales | Annually | 93% | 97% | - | 100% | Variety of service requests in respect of food premises and food purchased investigated as appropriate. |
| Green  | ComS_051 Infectious Disease notifications responded to within timescales | Annually | 100% | 100% | - | 100% | Variety of food and water borne illness investigated following formal notifications. |
| Green  | ComS_055 AIR QUALITY: Inspection of authorised / permitted processes | Annually | 86% | 86% | - | 100% | Inspections carried out in accordance with risk based programme. |








Community Safety – Critical Success Indicators 2023/24

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|----------------|------------------|------------------|------------------|----------------|--|
| Data Only  | ComS_012 Number of ASB cases received by Environmental Health | Quarterly | 433 | 438 | 86 | 400 | Quarter 3 2022/23 = 93 Quarter 4 2022/23 = 88 Quarter 1 2023/24 = 118 Quarter 2 2023/24 = 115 Year to date 2023/24 = 319 |
| Data Only  | ComS_013 No of ASB cases received by Housing (gen Housing) | Quarterly | 84 | 92 | 24 | 125 | Quarter 3 2022/23 = 18 Quarter 4 2022/23 = 14 Quarter 1 2023/24 = 29 Quarter 2 2023/24 = 36 Year to date 2023/24 = 99 |
| Data Only  | ComS_014 Number of ASB cases received by Community Services | Quarterly | 46 | 60 | 11 | 40 | Quarter 3 2022/23 = 4 Quarter 4 2022/23 = 46 Quarter 1 2023/24 = 34 Quarter 2 2023/24 = 24 Year to date 2023/24 = 69 |
| Green  | ComS_011 Reduction in reported ASB cases in Broxtowe (Nottinghamshire Police Strategic Analytical Unit) | When available | 2,185 | 2,139 | 429 | 2,100 | Quarter 3 2022/23 = 456 Quarter 4 2022/23 = 403 Quarter 1 2023/24 = 564 Quarter 2 2023/24 = 567 Year to date 2023/24 = 1,560 |
| Data Only  | ComS_024 High risk domestic abuse cases re-referred to the Multi Agency Risk Assessment Conference [expressed as a % of the total number of referrals] | Quarterly | 18% | 37% | 17% | 15% | Quarter 3 2022/23 = 27% Quarter 4 2022/23 = 35% Quarter 1 2023/24 = 31% Quarter 2 2022/23 = 30% The increase in figure may be due to the number of referrals to MARAC increasing so they are only able to accept the highest risk cases which will be the repeats. |










| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|----------------|------------------|------------------|-------------------------------|----------------|--|
| Red  | ComS_025 Domestic Crime reported in the Borough | When available | 789 | 1,150 | Annual data not yet available | 800 | Domestic crime is no longer recorded under the category of domestic crime. Following a Home Office Review incidents are now recorded under numerous other related categories. This should be available through the Police HUB as an annual figure. |
| Amber  | ComS_033 Residents Surveyed who feel safe outside in the local area after dark (%) | Annually | 58% | 59% | Annual data not yet available | 60% | Annual figures Nottinghamshire Police and Crime Commissioner (NPCC) Survey / Resident's Survey. This relates to residents across Nottinghamshire as published in the NPCC performance data. |

Community Safety – Key Tasks and Areas for Improvement 2023/24






| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|--|----------|----------|---|
| Completed  | COMS2223_07 Update Tobacco Action Plan | Reduce smoking prevalence in the borough | 100% | Nov-2023 | This has now been superseded by the Health and Wellbeing Action Plan 2023/26 and all incomplete actions have been transferred to the new plan which was approved by Cabinet on 7 November 2023. |
| Completed  | COMS2223_08 Update Dementia Action Plan (to follow on from COMS2225_01) | Improve support for dementia sufferers and carers in the borough | 100% | Dec-2023 | This has now been superseded by the Health and Wellbeing Action Plan 2023/26 and all incomplete actions have been transferred to the new plan which was approved by Cabinet on 7 November 2023. |
| Completed  | COMS2223_09 Update Health Action Plan | Improve Health of residents in the borough | 100% | Apr-2023 | This has now been superseded by the Health and Wellbeing Action Plan 2023/26 and all incomplete actions have been transferred to the new plan which was approved by Cabinet on 7 November 2023. |
| Completed  | COMS2224_01 Update Knife Crime Action Plan | Reduce levels of knife crime in the borough | 100% | Mar-2024 | This has now been superseded by the Broxtowe Crime Reduction Plan 2023/26 and all incomplete actions have been transferred to the new plan which was approved by Cabinet on 3 October 2023. |





| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|---|----------|----------|---|
| Completed  | COMS2224_02 Deliver the Safer Streets Actions Plan for Eastwood | Reduction in all crime types and improvements in community confidence | 100% | Sep-2023 | Completed. |
| Completed  | COMS2224_08 Develop and deliver a multi-agency partnership White Ribbon Action Plan | Raise awareness of and reduce Domestic Abuse | 100% | Dec-2023 | The White Ribbon action plan has been updated and the application for reaccreditation has been completed. |
| In Progress  | COMS2324_01 Produce and implement an annual Broxtowe Crime Reduction Action Plan | Reduction in all crime types and improvements in community confidence | 90% | Mar-2024 | This has now been superseded by the Broxtowe Crime Reduction Plan 2023/26 and all incomplete actions have been transferred to the new plan which was approved by Cabinet on 3 October 2023. |
| Completed  | COMS2324_02 Review Sanctuary policy and Procedure | Deliver Sanctuary Scheme within resources and aligning with countywide recommendations where possible | 100% | Mar-2024 | Report to be submitted to Cabinet March in 2024. |
| In Progress  | COMS2324_03 Review Serious Violence and Violence Against Women and Girls Strategy | Review Strategy aligning with Countywide Strategy and in consultation with Domestic Abuse Organisations | 85% | Mar-2024 | Cabinet work plan March 2024. |
| In Progress  | COMS2324_04 Update Children and Young People Action Plan (to follow on from COMS2225_02) | Improve life chances of young people in the borough | 85% | Jan-2024 | This has now been superseded by the Health and Wellbeing Action Plan 2023/26 and all incomplete actions have been transferred to the new plan which was approved by Cabinet on 7 November 2023. |
| Completed  | COMS2324_05 Review Vulnerable Persons Policy | Support vulnerable residents in the Borough | 100% | Mar-2024 | Completed. |






Community Safety – Key Performance Indicators 2023/24




| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|----------------|------------------|------------------|------------------------|----------------|---|
| Amber  | ComS_012d(i) ASB cases Environmental Health closed in 3 months | Monthly | 79.2% | 74.7% | 80.2% | 82% | 86 cases received. 69 cases closed in <3 months in quarter 3 2023/24. |
| Green  | ComS_013d(i) ASB cases Housing closed in 3 months | Monthly | 86.9% | 57.1% | 112.5% | 85% | 24 cases received. 27 cases closed in <3 months in quarter 3 2023/24. |
| Green  | Coms_014d(i) ASB Cases Community Services closed in 3 months | Monthly | 78.3% | 68.3% | 127.3% | 80% | 11 cases received. 14 cases closed in <3 months in quarter 3 2023/24. |
| Red  | Coms_048 Food Inspections: High Risk | Quarterly | 95% | 100.0% | 50% | 100% (Q3) | There are 11 premises overdue from quarter 3 carried forward and a total of 26 overdue. These will be completed January - March 2024. |
| Red  | Coms_049 Food Inspections: Low Risk | Quarterly | 84.5% | 100.0% | 58% | 100% (Q3) | 18 x D rated and 1 x E rated carried forward from quarter 3. Total 25 low risk inspections overdue and carried forward to quarter 2. These will be completed January - March 2024. |
| Data Only  | ComS_012 Number of ASB cases received by Environmental Health | Monthly | 433 | 438 | 86 | 400 | |
| Data Only  | ComS_013 No of ASB cases received by Housing (gen Housing) | Monthly | 84 | 92 | 24 | 125 | |
| Data Only  | ComS_014 Number of ASB cases received by Community Services | Monthly | 46 | 60 | 11 | 50 | |
| Red  | ComS_032 Residents Surveyed who feel safe outside in the local area during the day (%) | When Available | 89% | 89% | Data not yet available | 100% | Annual figures Nottinghamshire Police and Crime Commissioner (NPCC) Survey / Resident's Survey. This relates to residents across Nottinghamshire as published in the NPCC performance data. |





Support Services – Key Tasks and Areas for Improvement 2023/24






| | Completed  | In Progress  | Warning  | Overdue  | Cancelled  |
|---|--|--|--|--|--|
| Finance Services | 2 | 4 | - | 1 | - |
| Administrative Services | 2 | 1 | - | - | - |
| Legal Services | - | 1 | - | - | - |
| Democratic Services | 2 | 1 | - | - | - |
| Asset Management and Property Services | - | 5 | - | - | - |
| Health and Safety | - | - | - | - | - |
| Human Resources | 3 | 6 | - | - | - |
| ICT and Business Transformation | - | 5 | - | - | - |
| Revenues, Benefits and Customer Services | 1 | 5 | - | - | - |
| TOTAL | 15 | 28 | - | 1 | - |







| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|--|-------------|----------|---|
| Completed  | FP2023_01 Review and update the Financial Regulations for approval by Members (Finance) | The Council's updated Financial Regulations to be adopted by the Council. Approval required at Full Council | 100% | Sep-2023 | The updated Financial Procedure Rules, including Contract Procedure Rules were considered by Governance, Audit and Standards Committee on 19 June 2023 and then approved at full Council on 12 July 2023. These have now been adopted. |
| In Progress  | FP2023_02 Review the Icon Income Distribution System (Finance) System* | ICON ownership needs to be established. Technical Issues require resolving. | 50% | Mar-2024 | System administration allocated to Finance Services and training provided. Ongoing technical issues with the system have been investigated in conjunction with the ICT/Business Transformation team and the software supplier. Costs associated with resolving these issues may be prohibitive with procurement imminent for awarding a new contract to commence in September 2024. |
| In Progress  | FP2023_06 Further develop the existing Internal Audit collaboration with Erewash Borough Council (Finance) | Establishing a more formal arrangement and structure for delivery of resilient internal audit services at the two authorities. Further resilience, efficiency and opportunity for nominal income generation achieved through collaboration. | 85% | Mar-2024 | The Internal Audit collaboration with Erewash has worked well for many years with management oversight and operational support being provided. The future of the collaboration is currently under review, in conjunction with the respective Section 151 Officers. |
| Completed  | FP2023_07.2 Produce draft statement of accounts in accordance with statutory deadlines (Finance) | Final draft accounts to be produced for external auditors to scrutinise by end of July 2022 | 100% | May-2023 | Draft accounts completed and published by the statutory deadline of 31 May 2023 ready for audit scrutiny. |




| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|---|------------|----------|--|
| In Progress  | FP2326_01 Review and update of the Council's procurement arrangements to ensure continued compliance and meeting business need (Finance) | - Review of the Contract Procedure Rules to incorporate procurement legislation which is due to be updated in 2023. - Review of Procurement and Commissioning Strategy. | 60% | Jun-2024 | Updated Contract Procedure Rules now adopted following approved at full Council on 12 July 2023. The review of the Procurement and Commissioning Strategy will follow but is delayed by resources issues. Due date extended from December 2023. |
| In Progress  | FP2326_02 Review and enhance the Council's contract management framework across the Council (Finance) | Review of the corporate contract management framework to include performance management arrangements and reporting. | 40% | Sep-2024 | Updated Contract Procedure Rules now adopted following approved at full Council on 12 July 2023. The review of the Contract Management Framework will now follow. Due date extended from March 2024. |
| In Progress  | FP2326_03 Review and update the Council's Risk Management Strategy (Finance) | Present an updated Risk Management Strategy to Governance, Audit and Standards Committee for approval and adoption. | 20% | Sep-2024 | The Risk Management Strategy will be reviewed by the Strategic Risk Management Group and reported to the Governance, Audit and Standards Committee for approval in March 2024. Due date extended from March 2024. |
| In Progress  | BBC2022a Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited (Council) | To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Ltd in the provision of leisure in Broxtowe | 20% | Sep-2024 | Work on specific priorities has been completed: <ul style="list-style-type: none"> • Review payment schedules • Agree a reserve policy • Explore corporation tax liabilities • Repairs and renewals governance agreed at meetings with Head of Asset Management every six months. The overall management agreement still requires review with this to be completed once different potential leisure facility developments have been completed. Due date extended from March 2024. |
| In Progress  | LA1821_02 Progressing the completion of First Registration of Council owned land (Legal Services) | Achieve 100% registration of unregistered Council land | 60% | Mar-2025 | Applications continue to be submitted to H M Land Registry on a monthly basis. A further review has taken place of all the Deed packets together with a further analysis of the figures. As a result, this figure has increased to reflect the correct position and the efforts made to register the deed packets |





| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|--|-------------|----------|---|
| Completed  | AS2225_01 Polling District Review (Administrative Services) | To carry out a full review of Polling Districts in light of the changes made through the Community Governance Review and the polling places and stations used for elections, to ensure that they are all still appropriate and accessible. | 100% | Dec-2023 | Review completed and changes to some polling districts and polling places approved by Council on 13 December 2023. |
| In Progress  | DEM1518_01.1 Community Governance Review – (Phase 2) (Administrative Services) | Revision of parish boundaries so that existing anomalies are removed wherever possible | 20% | Nov-2024 | Initial meetings held with parish/town councils and Nottinghamshire County Council. Stage 1 Consultation began on 1 January 2024. |
| In Progress  | DEM1518_02 Transfer of Land Charges function to Land Registry (Administrative Services) | Transfer of Land Charges function to Land Registry | 90% | Apr-2024 | It is expected that the service will transfer to HMLR on 25 April 2024. Due date extended to reflect the date of transfer |




| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|---|---|---|------------|----------|---|
| In Progress  | DEM1922_01 Roll Out Phase 2 of the Committee Management System (Democratic Services) | More efficient and effective production and distribution of Agendas, Minutes and improved website information | 90% | Feb-2024 | Training for Officers to enable them to use the new report framework is delayed due to technical issues that are being resolved. Due date extended from December 2023 in line with new training dates. |
| In Progress  | CP2023_01 Implement the replacement Asset Management Plan for 2021 to 2026 (Asset Mgt and Development) | Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets | 90% | Mar-2025 | Commercial asset income has been restored where such income had been under rebate due to COVID. Efficiency of non-commercial assets are being delivered through retrofit programme funded through SHDF. EPC data is currently being collated for remaining properties where one hasn't been provided for. |
| In Progress  | CP2124_01 Introduce effective management and ICT systems in the Estates Team (Asset Mgt and Development) | Readily available information on a day to day basis to enable efficient estate management | 50% | Dec-2024 | Commercial Property Management Internal Audit highlighted need for better management systems. Conducted market review of best programmes on offer and identified Civica PM as meeting needs. Data due diligence with ICT before cabinet approval can be sought in March 2024. If approved the software will be on ICT programme of delivery with data TBC. Due date extended in line with business case preparation and installation. |
| In Progress  | CP2225_01 Maximise commercial revenue from Beeston Square (Asset Mgt and Development) | Ensure the development income exceeds borrowing costs and provides a revenue income stream for the Council | 80% | Dec-2024 | Extended lease with Pure Gym soon to be concluded pending resolving title issue. Unit 5 of Phase 2 let to Glass Orchid opened in September 2023. Old Argos block is currently vacant but in extended talks for sale and subsequent lease for use as a GP medical centre. Wilko entered administration on 10 August 2023, keys returned in January 2024 and lease to be terminated. Unit to be marketed by FHP have undertaken marketing for other Wilko sites that have become vacant. Due date extended from December 2023 as negotiations are ongoing. |

| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|--|----------|------------|---|
| In Progress  | CP2326_01a Energy Efficiency Schemes (Asset Mgt Development) | To achieve Carbon Neutral on all Commercial premises and to be EPC level C or above | 5% | Mar-2027 | Faithful and Gould (now Atkins Realis) are providing feasibility on the Council's four principal assets. Submit Bids for various grants opportunities. |
| Completed  | H&S2326_01 Updating Emergency Plan (Health and Safety) | Review and refresh the Emergency Plan | 100% | Apr-2023 | Updated Emergency Planning uploaded to intranet in April 2023. |
| Completed  | HR2225_02 75% of Managers at Broxtowe to be offered neurodiversity training (HR) | Managers are more skilled at managing employees with neurodiverse conditions | 100% | Dec-2023 | All Managers offered training. 50% booked on 18th July and this was done online. Second session currently being booked for remaining 50% and will be face to face. The second session has held in 11 December 2023 by seven Officers. |
| In Progress  | HR2225_07 Implement a rolling schedule of HR policy reviews (HR) | Ensure the HR policy suite is up to date and fit for purpose The aim is to reduce the number of policies and consolidate relevant policies to make the process more efficient and less bureaucratic | 66% | June-2024 | Two policies submitted to LJCC/Cabinet in June 2023. <ul style="list-style-type: none"> Armed Forces Mobilisation Policy Leave Scheme Three policies submitted to LJCC/Cabinet for November 2023: <ul style="list-style-type: none"> Domestic Abuse Policy Leave Scheme Revisions Recruitment Policy The February 2024 LJCC meeting has been cancelled. Due date extended in line with next meeting date. |
| In Progress  | HR2326_01 Review the People Strategy 2020-24 (HR) | Review the People Strategy and incorporate it into the Organisational Development Strategy | 50% | April-2025 | People Strategy Review and drafted. First draft submitted. This will be incorporated into the new Workforce Strategy along with Organisational Development, Learning and Development, Wellbeing and Apprenticeships Strategy due to be completed in 2024/25. The Chief Executive and HR Manager are working on the Workforce Strategy. |





| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|--|----------|-----------|---|
| In Progress  | HR2326_02 Review the Grievance Policy (HR) | Review and refresh the Grievance Policy with Trade Unions | 60% | June-2024 | Awaiting Trade Unions to suggest amendments. Agreed at LJCC in June 2023 to not proceed until TU's have provided draft changes. TU submitted draft to HR in December 2023. It was hoped to submit this to LJCC in February 2024 however the meeting has been cancelled. Due Date extended in line the date for the next meeting. |
| Completed  | HR2326_03 Review the Attendance Management Policy (HR) | Review and Refresh the policy to ensure fit for purpose in post-Pandemic | 100% | Nov-2023 | Reviewed at Cabinet October 2023. |
| In Progress  | HR2326_04 Employee Induction Policy and Guidance (HR) | Review and Refresh the policy to ensure fit for purpose in post-Pandemic | 60% | Mar-2024 | Research/consultation with Business Support and Managers/Heads of Service to shape the review/refresh is now complete. Policy being updated. Work is on hold in December 2023 and January 2024 due to HR resource required to support Kimberley Gym and Swim closure commitments. Due date extended from December 2023. |
| Completed  | HR2326_05 Equal Opportunities Policy (HR) | Review and incorporate into Recruitment Policy | 100% | Nov-2023 | Reviewed in October 2023, amendments made to Recruitment Policy |
| In Progress  | HR2326_06 Update the Single Status Conditions of Service (HR) | Review and ensure Green Book / Red Book terms are reviewed for all employees | 50% | Mar-2024 | The policies are updated in line with changing legislation and conditions of service as and when enacted. |
| In Progress  | HR2326_07 Complete an annual review of equality and diversity activity (HR) | To promote equality and diversity internally and through service delivery by ensuring a review of annual activity and production of a policy framework; and annual action plan | 0% | Mar-2024 | To be reviewed November 2023 LJCC cycle. |



| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|---|--|--|------------|----------|---|
| In Progress  | IT2326_01 Digital Strategy Implementation: Implementation of the technology and processes required to provide digital services for our customers who choose this as their preferred channel (ICT) | To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency. Implementation of Planning Portal including consultation functionality. Implementation of the proprietary Document Management Solution for the Planning System to support flexible working. Continue delivery of the appropriate technology to support agile working | 90% | Mar-2024 | The work to implement the new document management, planning portal and the consultee access facilities for the IDOX system are nearing completion. Go Live is anticipated in December 2023. |
| In Progress  | IT2326_02 ICT Security Compliance: PCI-DSS and Government Connect - Maintain compliance with latest Security standards and support annual assessments (ICT) | <ul style="list-style-type: none"> • Compliance with latest Government and Payment Card Industry security standards. • Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly. • Renew Cyber Essentials Accreditation | 65% | Mar-2024 | ICT Service are actively engaged with the Cabinet Office in relation to the renewal of the Council PSN compliance. Penetration tests are booked annually with a third party and PCI scans are undertaken by ICT Services along with remediation of any issues identified. |
| In Progress  | IT2326_03 SAN and ESXI Servers: Refresh SAN storage and ESXI server infrastructure (ICT) | Replacement and enhancement of current equipment to support future business growth and reliable delivery of Council services | 10% | Mar-2024 | The project has been initiated in that initial research has begun and work to develop the tender document has started. Due to reduced resources within the ICT team it is likely that this project may be delayed as reported through the capital budget progress report. |








| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|--|------------|----------|--|
| In Progress  | IT2326_04 New Ways of Working/Mobile/Agile Working: The Council will continue work to ensure agile working approaches continue to be fit for purpose(ICT) | <ul style="list-style-type: none"> • Review from learning the pandemic and forced agility, identify lessons learned • Review access requirements in line with the Technical Infrastructure Architecture and ensure they remain fit for purpose to support agile working strategies • Improvements to chamber and meeting rooms to support hybrid meeting arrangements • Review of CAB solution | 90% | Mar-2024 | The New Ways of Working continues to be implemented, current phase includes roll out to Kimberley Depot and the Crematorium. The project will continue into 2024/25. |
| In Progress  | IT2326_05 Telephony: The Council will continue to leverage and look to enhance the benefits of Microsoft Teams (ICT) | Enhance the current features of the system to introduce voice and contact centre capability for the Council | 55% | Mar-2024 | Microsoft Teams has now been implemented across the authority including at Liberty Leisure. The partnership broadband is now live within the CAB awaiting CAB migrating to their own telephony solution. The final element of the project to migrate from the CISCO contact centre to a new solution is currently underway, a project team is meeting and is currently completing a GAP analysis to ensure that the replacement solution will deliver the functionality required by the business, Customer Services and Housing. |
| In Progress  | RBCS1620_01 Manage the introduction of Universal Credit (UC) (Benefits) | Transfer of working age HB claims will be administered by the DWP | 70% | Mar-2025 | The DWP have notified the Council that they will be increasing the roll out of Universal Credit and migrating some Housing Benefit cases during 2024/25. Due date extended from March 2024 in line with the revised DWP timescale. |
| In Progress  | RBCS1620_06 Implement the updated Customer Services strategy with focus on the updated reception area (Customer Services) | Devise appropriate ways to handle visitors to the new reception in the council offices. | 70% | Apr-2024 | Work on the redevelopment of the reception area is due to commence before the end of the financial Year 2023/24. |









| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|---|-------------|----------|---|
| In Progress  | RBCS2023_01 Business Rates Review (Revenues) | To review the relevant Rateable Value of Businesses. Working with Newark and Sherwood Analyse Local to review the Rateable Values. Analyse Local will charge a 10% of any Rateable Value that they identify as an increase. Any amounts payable will be linked to an increase in the Business rates collectable. Analyse Local will also provide software that will allow greater analysis of the Business Rates data at a cost of £2k per annum | 90% | Sep-2024 | A new contract has been created to extend the working arrangements for a further 2 years to September 2024. |
| Completed  | RBCS2023_03 Reduce Telephone Abandonment (Customer Services) | Reduce the number of calls that are abandoned in the Contact Centre and in the Back Office. Identify aspects of unavoidable contact and develop strategies to reduce the number of calls received. Working with all relevant departments to ensure telephones are answered in a timely manner | 100% | Mar-2024 | The Customer Services Team have improved performance and this has been consistent for a number of months. |
| In Progress  | RBCS2225_02 Email Connect (Customer Services) | To implement the Information@work email connect module, providing automatic referencing of emails received. | 30% | Mar-2024 | Further evaluation is taking place in respect to the additional functionality provided by the system. This aspect will not be available until the changes are applied to the Information@Work system. |








Support Services – Performance Indicators 2023/24








| | Satisfactory  | Warning  | Alert  | Data Only  |
|---|--|--|--|--|
| Finance Services | 2 | 1 | 2 | - |
| Legal Services | 1 | - | - | - |
| Administrative Services | 2 | 1 | - | - |
| Democratic Services | 3 | 1 | - | 2 |
| Asset Management and Property Services | 1 | - | 4 | - |
| Health and Safety | - | - | - | - |
| Human Resources | 1 | 2 | - | - |
| Payroll and Job Evaluation | - | 1 | 3 (3) | - |
| ICT and Business Transformation | 3 (2) | - | 1 | - |
| Revenues, Benefits and Customer Services | 5 (3) | - | 2 (1) | 2 |
| TOTAL | 18 (5) | 6 (-) | 13 (4) | 3 (-) |









| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|------------------|----------------|---|
| Red  | FPLocal_02 Sundry debtors collected in years as a proportion of the annual debit (Finance) | Monthly | 86.7% | 85.4% | 84.7% | 90% | Quarter 2 2023/24 data calculated at 80.9% calculated from latest report showing 887 debtor invoices raised, with 278 still outstanding after 90 days. Quarter 1 2023/24 data calculated at 71.78% |
| Red  | FPLocal_03 Internal Audit: Percentage of planned audits completed in the year (Finance) | Annually | 92% | 68% | - | 90% | Annual indicator. Progress with the Internal Audit Plan is monitored and regularly scrutinised by Governance, Audit and Standards Committee. No performance issues in quarter 1, quarter 2 and quarter 3 2023/24. |









| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|--|-----------|------------------|------------------|------------------|----------------|---|
| Amber  | FPLocal_09 Percentage of invoices paid within 20 days (Finance) | Monthly | 97.5% | 96.2% | 93.7% | 98.0% | Officers are reminded to enter and authorise payment of invoices promptly. The expanded use of Intelligent Scanning is expected to enhance the efficiency of the payment process and increase the speed with which creditors are paid. |
| Green  | FPLocal_11 Procurement compliant contracts as identified in the Contracts Register (Finance) | Quarterly | 90% | 98% | 99% | 95% | Compliance by annual value is 99.0%. This is calculated using contract with dates on the contract register using Classification 1 i.e. expired contracts which have designated as not compliant, unless rolling IT contracts or low value, and therefore below the Council's tendering threshold value. |
| Green  | LSLocal_001 Full registration of unregistered deed packets with Land Registry (Legal Services) | Quarterly | - | 198 | 50 | 16 (Q3) | New Performance Indicator 2022/23. In quarter 3 2023/24 a total of 50 deed packets for registration were submitted to Land Registry. During this period 25 registrations were completed by the Land Registry. |
| Green  | LSLocal_002 First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (Legal Services) | Quarterly | - | 80% | 80% | 80% | Target has been revised down from 90% in 2023/26 Business Plan due to staffing issues. Achieving the revised target. |
| Green  | LSLocal_003 First draft of contract completed within 10 working days from receipt of full instruction (Legal Services) | Quarterly | - | 80% | 80% | 80% | Target has been revised down from 90% in 2023/26 Business Plan due to staffing issues. Achieving the revised target. |
| Green  | LSLocal_004 First draft of commercial lease completed within 10 working days from receipt of full instruction (Legal Services) | Quarterly | - | 80% | 90% | 90% | Target has been revised down from 90% in 2023/26 Business Plan due to staffing issues. Achieving the revised target. |
| Amber  | ES_S1.2 Number of Electors after the canvas (Administrative Services) | Annually | 84,226 | 84,554 | 84,635 | 85,500 | The annual canvass is currently being undertaken which will update the register and ensure that it is as accurate as it can be. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|------------------|----------------|--|
| Green  | GSLocal_001 Subject Access Requests responded to within one month (Administrative Services) | Quarterly | 100% | 100% | 100% | 100% | Regularly monitored to ensure Subject Access requests are responded to within deadlines and meet the Data Protection requirements. |
| Green  | LALocal_12 The percentage of Freedom of Information requests dealt with within 20 working days (Administrative Services) | Quarterly | 96% | 96.9% | 100% | 85% | ICO guidance suggests a target of 85% of requests being sent a response within the appropriate timescales is acceptable. Target set in Business Plan matched to the ICO suggested target. |
| Data Only  | GSLocal_002 Percentage of Members attending training opportunities as a percentage of the whole (Democratic Services) | Quarterly | 54.5% | 68% | 23% | 100% | Members attend training to support them with their attendance meetings to ensure they have the knowledge to make informed decisions. A Member training programme has been created. In addition, courses delivered on MS Teams are being recorded to allow Members to view in their own time. |
| Green  | GSLocal_006 Publish Cabinet Minutes within 3 working days of the meeting (Democratic Services) | Quarterly | - | 100% | 100% | 100% | |
| Data Only  | GSLocal_007 The number of Call-Ins following Cabinet decisions responded to in full within legislative timescale (Democratic Services) | Quarterly | - | 0 | 1 | 0 | New Performance Indicator 2022/23. No call-ins were made in quarter 1 or quarter 2 2023/24. One call-in request was accepted in quarter 3 2023/24. |
| Green  | LALocal_04 The percentage of Stage 1 complaints acknowledged within the specified time (Democratic Services) | Quarterly | 100% | 100% | 100% | 100% | Officers are provided with the necessary tools to ensure complaints are handled effectively and a high level of performance is being achieved. |
| Green  | LALocal_04a The percentage of Stage 2 complaints acknowledged within the specified time (Democratic Services) | Quarterly | - | - | 100% | 100% | Officers are provided with the necessary tools to ensure complaints are handled effectively and a high level of performance is being achieved. |
| Amber  | DEM_02 The percentage of Stage 2 complaints responded to fully within 20 working days (Democratic Services) | Quarterly | - | - | 96% | 100% | One of the 24 complaints responded to at Stage 2 required an extension of time under the complaints procedure. Complainants were notified of this within a timely manner. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|---------------------------|----------------|--|
| Green  | CPLocal_01 % Industrial units vacant for more than 3 months (Asset Mgt and Development) | Quarterly | 1% | 6% | 2.38% | 5% | Unit 8 High Hazels now let. |
| Red  | CPLocal_02 Percentage of tenants of industrial units with rent arrears (Asset Mgt and Development) | Quarterly | 11% | 7% | 7.14% | 5% | Three industrial tenants are in arrears. They are being contacted and either payment plans agreed or commencing process to terminate leases. |
| Red  | CPLocal_05 % Beeston Square Shops vacant for more than 3 months (Asset Mgt and Development) | Quarterly | 19% | 22% | 25% | 0% | Phase II one unit (unit 4) remains vacant since construction completion April 2021. We are engaging with a possible tenant for lease as a Tapas Bar which will promote the evening economy in the area. Unit 10-15 (Wilko) empty and tenancy now terminated and keys returned. Currently being marketed by FHP. |
| Red  | CPLocal_08a Percentage Occupancy of Business Hub Units - Beeston (Asset Mgt and Development) | Quarterly | - | 90% | 78% | 85% | 5 units currently vacant. Large number of rooms left vacant by tenant leaving hub to move to Quadrant. Still receiving enquiries and interest in the units. |
| Red  | CPLocal_08b Percentage Occupancy of Business Hub Units - Stapleford (Asset Mgt and Development) | Quarterly | - | 100% | 78% | 85% | 2 rooms currently vacant. Interest in the rooms still at a good level. |
| Amber  | CCCSLocal_04 Employees who are aware of the Council's vision and long term goals (Communications, Cultural and Civic Services) | Annually | 78% | 77% | 77% (2023/24 Achieved) | 77% | 2023/24 Annual Survey completed the result is reported as the quarter 3 Value. |
| Green  | CCCSLocal_05 Employees who feel informed (Communications, Cultural and Civic Services) | Annually | 53% | 62% | 67% (2023/24 Achieved) | 65% | 2023/24 Annual Survey completed the result is reported as the quarter 3 Value. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|--|-----------|------------------|--|------------------------|--|--|
| Red  | CCCSLocal_06 Residents who feel the Council listens to them (Communications, Cultural and Civic Services) | Annually | 50%* | 27%* (27% disagreed or strongly disagreed) | 22% (2023/24 Achieved) | 22%* (32% disagreed or strongly disagreed) | 2023/24 Annual Survey completed the result is reported as the quarter 3 Value. * 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. Therefore 68% were very satisfied, satisfied or neutral and 32% were dissatisfied or very dissatisfied. |
| Red  | CCCSLocal_07 Residents who are satisfied or very satisfied with the services the Council provides (Communications, Cultural and Civic Services) | Annually | 65% | 65% | 58% (2023/24 Achieved) | 66% | 2023/24 Annual Survey completed the result is reported as the quarter 3 Value. In the LGA Resident Satisfaction data from October 2023, the average is 56%. |
| Red  | CCCSLocal_08 Residents who are satisfied or very satisfied with the Borough as a place to live (Communications, Cultural and Civic Services) | Annually | 76% | 76% (Actual) | 71% | 77% | 2023/24 Annual Survey completed the result is reported as the quarter 3 Value. In the LGA Resident Satisfaction data from October 2023, the average is 75%. |
| Red  | CSI BV12 Working Days Lost Due to Sickness Absence per FTE (Rolling Annual Figure) (Payroll and Job Evaluation) | Quarterly | 11.77 | 9.59 | 8.43 | 7.50 | Sickness has increased since quarter 2 2023/24 from 7.10 to 8.43. |
| Amber  | BV16a Percentage of Employees with a Disability (Human Resources) | Quarterly | 7.04% | 7.74% | 8.15% | 8.50% | Not all employees declare a disability. Additionally, some employees may gain a diagnosis during their employment – HR to review data collection method to ensure up to date information is provided by employees. |
| Green  | BV17a Ethnic Minority representation in the workforce – employees (Human Resources) | Quarterly | 7.74% | 8.69% | 9.01% | 9.00% | The Council is above target. |
| Amber  | HRLocal_06 Percentage of annual employee turnover (Payroll and Job Evaluation) | Annually | 15.81% | 11.37% | 12.27% | 12% | Turnover for 2022/23 came in under the target of 12.00%. The projected turnover figure this year based on quarter 3 would be 16.36%. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|-------------------|-------------------|----------------|--|
| Green  | HRLocal_07 Percentage of employees qualified to NVQ Level 2 and above (Human Resources) | Quarterly | 87% | 87% | 87% | 88% | Learning & Development Team have identified free training for those without Level 2 qualifications however interest remains low. Officers continue to work with the Depot to promote opportunities. |
| Red  | CSI HRLocal_17 Working Days lost (per FTE) for short term absence (Payroll and Job Evaluation) | Quarterly | 3.89 | 3.89 | 2.97 | 2.5 | Quarter 3 showed an increase of 0.08 FTE working days lost due to short term absence from quarter 2 which was 2.89. |
| Red  | CSI HRLocal_18 Working Days lost (per FTE) due to longer term absence (Payroll and Job Evaluation) | Quarterly | 7.88 | 5.71 | 5.47 | 5.00 | Quarter 3 showed an increase of 1.26 FTE working days lost due to longer term absence from quarter 2 which was 4.21. |
| Green  | CSI ITLocal_01 System Availability (ICT) | Quarterly | 99.94% | 99.20% | 99.9% | 99.5% | |
| Green  | ITLocal_02 Service Desk Satisfaction (ICT) | Quarterly | 97.59% | Not yet available | Not yet available | 98% | Testing of the Service Desk software is ongoing due to limited resource and pending an upgrade. Customer feedback will be collected once service desk is reinstated. |
| Red  | ITLocal_04 Percentage of Capital Projects in the annual BBSi Programme completed in the current year (ICT) | Quarterly | 53.3% | 87.8% | 50.9% | 75% (Q3) | Staffing resource issues prevented completion to target in 2021/22 and 2022/23. Recruitment for vacancy is ongoing to look to resolve resourcing issue and ensure future programme completion is achieved. |
| Green  | CSI ITLocal_05 Virus Protection / Cyber Security (ICT) | Quarterly | 100% | 100% | 100% | 100% | |
| Green  | CSI BV9 % of Council Tax collected in year (ICT) (Revenues) | Quarterly | 96.97% | 97.42% | 83.35% | 80.00% (Q3) | Collection rates continue to improve post-pandemic and work continues to maximise income generation. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Target | Notes |
|--|---|-----------|------------------|------------------|------------------|----------------|---|
| Green  | CSI BV10 % of Non-domestic Rates Collected in the year (Revenues) | Quarterly | 97.42% | 98.77% | 86.08% | 80.00% (Q3) | Collection rates are continuing to improve and now exceed pre-pandemic levels. |
| Green  | BV78a Average time (days) to process new Benefit claims (Benefits) | Quarterly | 8.8 | 6.3 | 7.2 | 9.0 | The Benefits Team continue to perform within the upper quartile. |
| Green  | BV78b Average time (days) to process Benefit change of circumstances | Quarterly | 4.5 | 4.6 | 3.6 | 4.0 | The Benefits Team continue to perform well and this is reflected in the improvement in the processing days. |
| Red  | BV79b(ii) Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (Benefits) | Quarterly | 26.49% | 26.40% | 7.50% | 10.60% | 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. |
| Data Only  | CSDData_02 Calls Answered in the Contact Centre (Customer Services) | Annually | 62,775 | 73,170 | - | 71,000 | This is an annual target and data is provided at the end of the year. |
| Data Only  | CSLocal_11 Switchboard calls answered (Customer Services) | Annually | - | - | 15,209 | 56,000 | Target is an annual figure. |
| Red  | CSI CSLocal_14 Number of online payments transactions to the Council (Customer Services) | Annually | 59,537 | 59,179 | - | 71,000 | Many payments are made towards the end of the financial year with the Garden Waste subscriptions. The target is specifically about online transactions but will give consideration to amending this indicator in future years to be both STP and Online payments. Information is provided annually. |
| Green  | CSI FRLocal_15 Percentage of DHP contribution compared to DWP grant (Benefits) | Annually | 100% | 118% | 128% | 100% | The Council was provided an additional amount of funding through Nottinghamshire County Council's Household Support Fund in both 2022/23 and 2023/24 which allowed an increase in expenditure above the 100% DWP contribution. |

Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2023/24 Performance Outturn report.

CCCSLocal_01 Online Transactions 2022/23 = 879,692

CCCSLocal_02 Online Transactions (Average Monthly figure) 2022/23 = 44,938, 2021/22 = 73,048

(There was no election in 2022/23 so there was a reduced amount of Facebook advertising which resulted in a lower reach.)

CCCSLocal_03 Email Me Subscribers 2022/23 = 27,853

CCCSLocal_04 Employees who are aware of the Council's vision and long term goals 2022/23 = 77%

CCCSLocal_05 Employees who feel informed 2022/23 = 62%. The result for 2023/24 = 67%

CCCSLocal_06 Residents who feel the Council listens to them 2022/23 = 27%. The result for 2023/24 = 22%

CCCSLocal_07 Residents who are satisfied or very satisfied with the services the Council provides 2022/23 = 65%. The result for 2023/24 = 58%

CCCSLocal_08 Residents who are satisfied or very satisfied with the Borough as a place to live 2022/23 = 76%. The result for 2023/24 = 71%

APPENDIX 1b

PERFORMANCE MANAGEMENT – LIBERTY LEISURE LIMITED1. Background - Corporate Plan

The Broxtowe Borough Council Corporate Plan for 2020-2024 was approved by Council on 4 March 2020. It has been developed setting out the Council's priorities to achieve its vision to make "A greener, safer, healthier Broxtowe where everyone prospers." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Council's Local Authority Trading Company, Liberty Leisure Limited, is guided by the Service Agreement and its company strategies. These documents align the work of Liberty Leisure Limited with other local, regional and national plans to ensure the company's work contributes to wider objectives. These include the Council's Corporate Plan that prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned to ensure the ambitions set out in the Council's Corporate Plan are realistic and achievable.

2. Business Plans

The Liberty Leisure Limited Business Plan is reviewed annually. The Business Plan 2023/24 was approved by the Liberty Leisure Limited Board in January 2023. The Liberty Leisure Limited Business Plan 2023/24 was noted at Full Council on 4 March 2023.

The Liberty Leisure Limited Business Plan links to the Council's corporate priority of Health that was approved by Council on 4 March 2020. The Council's priority for Health is to 'Support people to live well'. Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Come up with plans to renew our leisure facilities in Broxtowe (He2)
- Support people to live well with dementia and support those who are lonely or have mental health issues in Broxtowe (He3)

The Liberty Leisure Limited Business Plan details the projects and activities undertaken in support of the Corporate Plan 2020-2024 for each the Council's Health priority areas.






3. Performance Management

This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2023/24 (as extracted from the Pentana performance management system). It also provides the latest data relating to Key Performance Indicators (KPIs).






The Council and Liberty Leisure Limited monitor performance using the Pentana Risk performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the performance reports is as follows:






Action Status Key





| Icon | Status | Description |
|---|-------------|---|
|  | Completed | Action/task has been completed |
|  | In Progress | Action/task is in progress and is currently expected to meet the due date |
|  | Warning | Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date) |
|  | Overdue | Action/task has passed its due date |
|  | Cancelled | Action/task has been cancelled or postponed |

Performance Indicator Key


| Icon | Performance Indicator Status |
|---|------------------------------|
|  | Alert |
|  | Warning |
|  | Satisfactory |
|  | Unknown |
|  | Data Only |






Liberty Leisure Limited- Performance Indicators 2022/23





| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Q3 Target | Notes |
|--|--|-----------|------------------|------------------|------------------|-------------------|---|
| Data Only  | LLData_G05 Management Fee from the Council to Liberty Leisure Limited | Annually | £845K | £845K | £180K | £389.25K | The company manage its finances through a monthly cash flow review. The management fee is requested when the company's balance falls below £250k. The first request was made in quarter 3. The remainder is to be paid in quarter 4 2023/24. |
| Amber  | LLLocal_G02 TOTAL Attendance - Liberty Leisure Limited (ALL) | Monthly | 913,122 | 974,368 | 674,003 | 672,000 | Attendance target is adjusted to reflect the reporting is now leisure centres and Get Active only. Attendance is on target thanks to good attendance in the gym, fitness classes, swimming and football pitches. |
| Green  | LLLocal_G04 Operating Expenditure - Liberty Leisure Limited (Including central charges) | Monthly | - £ 3,466K | - £ 3,886K | - £ 2,612K | -£ 2,874k | Actual expenditure excludes outstanding items such as VAT; Council Service Charge and the latest Utilities. Outstanding expenditures and the overall company balances are monitored through monthly cash flow monitoring. |
| Green  | LLLocal_G05 TOTAL Income (excluding Management Fee) - Liberty Leisure Limited | Monthly | £ 3,350K | £ 3,771K | £ 2,403K | £ 2,435K | Income is improving month on month following a number of cancellations at the start of April 2023 following price increases. However, there is a noticeable impact from the situation with Kimberley. Bramcote and Chilwell are continuing to perform to target. |
| Amber  | LLLocal_G06 DD Total Number of Annual Direct Debits collected | Monthly | 69,199 | 81,571 | 64,218 | 70,500 | DD collections are below the 2023/24 target but above the figure achieved in 2022/23. Price rises in April resulted in a number of member cancellations, however the yield per member is increased and incomes gradually caught up until the changes at Kimberley resulted in a downturn in collection numbers. |

| Status | Code / Indicator | Frequency | 2021/22 Achieved | 2022/23 Achieved | 2023/24 Q3 Value | 2023/24 Q3 Target | Notes |
|--|--|-----------|------------------|------------------|------------------|-------------------|---|
| Red  | LLLocal_G07 Subsidy per Visit - all service areas | Annually | £ 0.497 | £ 0.481 | - | £ 0.99 | Data will be reported at the end of the financial year. |
| Green  | LLLocal_G12 Total number of members (Fitness and Swim School) | Monthly | 7,149 | 7,214 | 7,277 | 8,100 | Implementing initiatives to improve sales and retention such as increased contacts with new customers and online joining linked to specific promotions are supporting the growth in total members. The Kimberley situation has significantly reduced the number of swim school memberships and to a lesser extent the gym memberships. In total this is over 500 memberships. |
| Amber  | LLLocal_G13 Percentage of Direct Debits collected | Annually | 98.1% | 96.79% | -% | 98.40% | Data will be reported at the end of the financial year |
| Not known  | LLLocal_G14 Subsidy per visit - Leisure Centres | Annually | - | - | - | £0.44 | Data will be reported at the end of the financial year |



Liberty Leisure Limited – Actions 2023/24 – Current Business

| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|---|--|---|-------------|----------|--|
| Complete  | LL2023_G02 Implement a first aid training programme | Extend the training opportunities that the company is able to sell to external companies. Increase income through the additional sales | 100% | May-2023 | First aid courses are being delivered to LLL and Broxtowe staff. Additional staff are being identified to be trained in first aid teaching. Marketing plans are to be implemented to increase the sales of first aid places. |

| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|--|---|-------------|------------|---|
| Complete  | LL2023_G08 Continue to implement the Exercise Referral Scheme | Contribute to the delivery of the Get Active strategy reducing inactivity levels in the Borough An initial estimate of 125 annual referral would provide additional £18,000 of income per year | 100% | Aug-2023 | LLL now employ 3 members of staff who work full time hours between them delivering the Exercise Referral programme. Over 370 people are current members on the Exercise Referral programme. |
| In Progress  | LL2225_G01 Support Broxtowe Borough Council in the development of the Leisure Facilities Strategy | Liberty Leisure Limited provide operational expertise to the council to ensure that any new facilities have an achievable business plan, that design and layout will meet customer expectation and enable efficiencies to be achieved | 10% | Ongoing | The company have provided feedback on the proposed facility mix along with financial data for a proposed new building. Data is checked by the council's finance consultant for accuracy at the time of completion. The Managing Director is speaking to the Council and Councillors to help progress this. |
| In Progress  | LL2225_K01 Operate alternative leisure provision from the existing Kimberley Leisure Centre site | Continue to provide fitness and swim facilities for community use during the day and evenings | 91% | Mar-2025 | Negotiations with regard to the continued operation from April 2024 – March 2025 has not been successful and appears the centre will close. Liberty Leisure Limited continues to work with the Council to look at alternative fitness provision for the north of the Borough. |
| In Progress  | LL2225_S01 Review the existing Get Active Strategy to ensure relevance following the pandemic | Provide opportunities for inactive people and those experiencing health or social inequalities to be more active. | 62% | April-2024 | Consultation with stakeholders, staff changes and a focus on Exercise Referral have resulted in significant changes to the plan being required. |
| In Progress  | LL2326_G01a Grow fitness memberships | To continue to recover income lost during the lockdowns by increasing direct debit collections from fitness and gym school membership | 85% | Mar-2026 | Fitness memberships reduced when the price change was introduced. Memberships have recovered with memberships at the end of quarter 1 being more than at the end of 2022/23. Quarter 2 growth was strong, but quarter 3 has stalled the growth due to the time of year and Kimberley situation. Due date reviewed during Business Planning Cycle 204/27. |

| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|--|----------|----------|--|
| In Progress  | LL2326_G01b Grow Swim School memberships | Complete a review with the aim of increasing the total number of people learning to swim and to improve the efficiencies in delivering the Swim School programme | 88% | Aug-2024 | Swim memberships reduced when the price change was introduced. Memberships have been recovering during quarter 1 with memberships at the end of quarter 1 being more than at the end of 2022/23. Bramcote is growing but Kimberley has lost a lot of members due to impending closure. |
| Complete  | LL2326_G02 Implement Price Changes | Increase the overall operational income to mitigate against expenditure increases resulting from the cost of living crisis | 100% | Mar-2024 | Price changes were introduced in April 2023. |
| In Progress  | LL2326_G03 Implement Direct Debit Bureau | To increase the total income surplus created by the company's operations | 26% | Mar-2026 | Costs and processes have been identified to further inform the planning. Work is underway with Barclays Bank and the company's Leisure Management system providers to work through the completion of background processes. Working through different delivery options to determine the most efficient way to proceed. |
| In Progress  | LL2326_G04 With external support review a range of potential operating efficiencies | To identify achievable operating efficiencies to be implemented | 52% | Mar-2025 | Implementation of a range of operating efficiencies is underway. Areas being reviewed and implemented includes, Staff deployment, changes to operating licenses, opening hours at Chilwell Olympia and the use of a new Swim School accreditation provider. LLL Board of Directors updated on progress at the meeting held in October 2023. Due date reviewed during Business Planning Cycle 204/27. |

Liberty Leisure Limited – Actions – For Broxtowe Borough Council

| Status | Code and Action | Action Description | Progress | Due Date | Comments |
|--|---|--|------------|-----------|---|
| In Progress  | BBC2022a Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited | 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 | 20% | Sept-2024 | <p>Work on specific priorities has been completed:</p> <ul style="list-style-type: none"> • Review payment schedules • Agree a reserve policy • Explore corporation tax liabilities • Repairs and renewals governance agreed at meetings with Head of Asset Management every six months. <p>The overall management agreement still requires review with this to be completed once different potential leisure facility developments have been completed. Due date extended from March 2024.</p> |
| In Progress  | BBC2022c Replacement Gym Equipment | Provide a scope of the equipment required, digital capabilities, meet with suppliers, site visits, support with scoping the details of a procurement. Redesign available gym space and work with the contractor to ensure installation is to specification and on time | 42% | Mar-2025 | <p>The implementation has been delayed until 2024/25. A range of options have been explored to provide the most efficient way to implement a change of gym equipment to account for the development at Hickings Lane and future changes within the existing leisure facility stock.</p> <p>Capital submission submitted 27 October 2023.</p> |

APPENDIX 2

FINANCIAL PERFORMANCE TO DECEMBER 2023 (Q3)

1. Introduction

A summary update on the financial performance position in respect of employee expenses (including salaries and agency costs), income (including fees and charges) and the capital programme as at 31 December 2023 is provided below.

2. Employee Position

The summary table below provides the latest position to 31 December 2023. The actuals paid to date now include the 2023/24 pay award. The original budgets assumed 5% pay inflation in 2023/24. The budget figures shown below exclude the vacancy rate target set when the original budget was approved. The total vacancy saving for the General Fund is a target of £500k in 2023/24 and the total underspend will need to meet this target.

| Department | Budget Salary* £'000 | Budget Agency £'000 | Budget Total £'000 | Budget Dec-23 £'000 | Actual Salary* £'000 | Actual Agency £'000 | Actual Total £'000 | Budget Var. £'000 |
|------------------------|-------------------------|------------------------|-----------------------|------------------------|-------------------------|------------------------|-----------------------|----------------------|
| Chief Executive | 3,409 | 8 | 3,417 | 2,563 | 2,454 | 119 | 2,573 | 10 |
| Deputy Chief Executive | 3,351 | 182 | 3,533 | 2,650 | 2,150 | 274 | 2,424 | (226) |
| Monitoring Officer | 619 | 36 | 655 | 491 | 363 | 56 | 419 | (72) |
| Executive Director | 6,651 | 605 | 7,256 | 5,442 | 4,358 | 608 | 4,966 | (476) |
| GF Total | 14,030 | 831 | 14,861 | 11,145 | 9,324 | 1,056 | 10,381 | (765) |
| HRA Total | 5,245 | 0 | 5,245 | 3,934 | 3,166 | 89 | 3,255 | (679) |
| Grand Total | 19,275 | 831 | 20,106 | 15,079 | 12,490 | 1,145 | 13,636 | (1,443) |

The table shows that the current budget variation on salaries and agency costs as at 31 December 2023 is an underspend of £1.443m. This position needs to be adjusted for the General Fund and HRA and is considered further below.

a. General Fund

The current underspend on General Fund budgets is shown as £765k. The estimated overtime and agency still to be paid in arrears would further reduce the saving by £40 in total.

The adjusted position for the General Fund is an underspend of £725k. This compares favourably with the annual vacancy rate of £500k, which pro-rata to 31 December 2023 is a target of £375k.

b. Housing Revenue Account (HRA)

The current underspend on HRA budgets is £679k. The estimated overtime and agency still to be paid in arrears further reduces the saving by £3k in total.

The adjusted position for the HRA is an underspend of £676k. Whilst the HRA salaries position is forecasting a large underspend for the whole year, the budget does include the full-year effect of the Housing Repairs restructures. As any new posts are filled over the coming months, the underspend for the year will gradually reduce.

c. Pay Awards – Further Pay Inflation Pressure

The original salary budget for 2023/24 was calculated with an assumption of a 5% uplift for the pay award.

On 1 November 2023, the Employers' 2023/24 pay offer of a £1,925 permanent uplift on all NJC pay points from 2 to 43 (equivalent to Broxtowe local Grade 2 (SCP 12) through to Grade 15 (SCP 74) was finally agreed by the Unions. This translated to an increase of 9.25% for employees on the lowest point to 3.88% for those on the highest. Back pay was processed in the December payroll and is now reflected (year-to-date) in this report.

3. Income Budgets

The position to 31 December 2023 (Q3) in respect of the most significant variable income budgets is as follows:

| Income | Annual Budget £'000 | Income to 31/12/23 £'000 | Latest Projection £'000 | Projected Variance to Budget £'000 |
|-------------------------------|------------------------|--------------------------------|-------------------------------|---|
| Planning Fees | (550) | (227) | (450) | 100 |
| Pre-Planning and History Fees | (40) | (6) | (40) | - |
| Industrial Units Rents | (177) | (223) | (178) | (1) |
| Craft Centre Complex Rents | (34) | (38) | (32) | 2 |
| Garden Waste Income | (916) | (925) | (925) | (9) |
| Trade Refuse Income | (633) | (631) | (631) | 2 |
| Recycling Credits - Glass | (137) | (82) | (110) | 27 |
| Sale of Glass | (45) | (30) | (70) | (25) |
| Sale of Wheeled Bins | (25) | (35) | (37) | (12) |

| Income | Annual Budget £'000 | Income to 31/12/23 £'000 | Latest Projection £'000 | Projected Variance to Budget £'000 |
|--------------------------------|------------------------|--------------------------------|-------------------------------|---|
| Special Collections Income | (58) | (52) | (58) | - |
| Parking Income (Pay & Display) | (180) | (174) | (180) | - |
| Off-Street PCN Income | (24) | (1) | (24) | - |
| Cemeteries | (225) | (165) | (225) | - |
| Beeston Parks | (50) | (27) | (44) | 6 |
| Stapleford Parks | (16) | (12) | (16) | - |
| Eastwood Parks | (12) | (7) | (7) | 5 |
| Miscellaneous Legal Charges | (15) | (11) | (13) | 2 |
| Land Charges Income | (50) | (44) | (50) | - |
| Licensing Income | (131) | (105) | (131) | - |
| Interest on Investments | (365) | (0) | (875) | (510) |
| Beeston Square Rent | (720) | (749) | (800) | (80) |
| General Properties Rents | (54) | (28) | (45) | 9 |
| Total | (4,457) | (3,572) | (4,941) | (484) |

The current projection is for net additional income of £484k.

Notes: The current status is in respect of income billed rather than collected income. The majority of the current annual projections above are pro-rata based upon activity to 31 December 2023 and/or re-profiled projections based upon 2022/23 outturn.

- i) The projected income from Planning Fees is forecast to be lower in 2023/24 due to a lower number of planning applications that are anticipated to happen this year. There were a number of large schemes that took place in 2022/23 that resulted in an over-achievement of income in that year.
- ii) Rent abatements for the six units at High Hazel Court have been agreed by GMT until the roof repairs can be resolved. This will result in a reduction in industrial unit rent income. The final outturn will also need to be adjusted as the tenants are billed in advance e.g. any accruals, receipts in advance and provision for doubtful bad debts.
- iii) The predicted increase in Garden Waste income is higher than expected due to a 4% uplift in subscriber numbers. Glass income is anticipated to increase in Q4 due to an increase in the price per tonne of glass from January 2024 (£29 per tonne to £85 per tonne). Recycling credits income for glass is lower because collected kerbside glass tonnages are lower than predicted for 2023/24.

- iv) Wheeled bin increased income is coming from the sale of glass bins and bins requires for new developments.
- v) Car park usage is expected to reduce in early 2024 as the one-hour free parking is no longer available and it may take three months to know the effect of the increased charges. It is anticipated that the number of exemption permits issued will increase. Income may also be received through the purchase of residents' permits.
- vi) Penalty Charge Notice (PCN) income from off-street car parking is received from Nottinghamshire County Council at the end of each financial year.
- vii) Forecasted Cemeteries income is based on current levels.
- viii) Parks income is currently on track, however, with the recent weather conditions football pitch playing fees maybe be reduced as teams have been unable to play.
- ix) Legal Services are allowed to charge when instructed on certain matters with the level of income being dependent on the number of instructions received.
- x) As migration of the local Land Charges service is now expected in April, the expected income for 2023/24 should be achieved.
- xi) Licencing income is in line with expectation.
- xii) Investment income will exceed budget projections due to positive cash flows, higher interest rates and in receiving significant capital grant monies upfront. Actual interest from long-term investments is generally transferred out of the interest holding account at the end of the financial year. The overall benefit will be shared with HRA to be calculated at year-end.
- xiii) Beeston Square Rent is made up of both Phase 1 and Phase 2 rents. The outturn for 2023/24 includes receipts in advance. The rent projection for Phase 1 for the year is £492k, which takes into account five vacant units including Wilko and the six-month free-rent for Pure Gym due to re-gear lease. The Phase 2 rents are anticipated at £310k. There is also an estimated £100k reduction for the bad debt provision.
- xiv) General property rents have reduced due to splitting out of properties into their own separate cost centres for clarity and tenant vacated. Some of the tenants are charged on an annual basis and bills will be sent at a later date.

4. Capital Programme

Capital expenditure as at 31 December 2023 is summarised as follows:

| | Approved Budget 2023/24 £'000 | Actual Spend to 31/12/23 £'000 | Proportion of Budget Spent |
|--------------------------------|-------------------------------------|--------------------------------------|----------------------------------|
| General Fund (GF) | 25,063 | 3,277 | 13% |
| Housing Revenue Account (HRA) | 11,542 | 4,275 | 37% |
| Housing Delivery Plan (HRA) | 19,490 | 2,125 | 11% |
| Total Capital Programme | 56,095 | 9,677 | 17% |

The General Fund (GF) figures includes schemes in respect of the Stapleford Towns Fund, Kimberley Means Business (Levelling Up Fund) and the UK Shared Prosperity Fund schemes. Elements of these schemes may require revisions to the budget profile to better reflect the latest delivery programme.

The table includes capital budgets brought forward from 2022/23, as approved, in addition to any other budget changes made up to 31 December 2023. No account has been taken of any invoices received but not yet paid or work that has taken place but where no invoices have, as yet, been received.

The Capital Programme excludes schemes totalling £3.254m for which the approval to proceed will be granted once a source of funding has been identified.

The most significant schemes with regards to spend to 31 December 2023 are:

| Scheme | Approved Budget 2023/24* £'000 | Actual Spend to 31/12/23 £'000 | Comments |
|--|--------------------------------------|--------------------------------------|---|
| GENERAL FUND | | | |
| Disabled Facilities Grants | 1,537 | 533 | Ongoing, with further grants committed |
| Fleet Vehicles and Plant Replacement Programme | 1,046 | 287 | Orders raised for vehicles in replacement programme. Vehicle replacement lifecycles being reviewed. |
| Pride in Parks | 275 | 93 | In progress. Banks Road completed, Sandgate project nearing completion, QE Park commenced. |

| Scheme | Approved Budget 2023/24* £'000 | Actual Spend to 31/12/23 £'000 | Comments |
|--|-----------------------------------|-----------------------------------|--|
| ICT Replacement and Development Programme | 156 | 27 | Replacement programme in progress. Projects 90% complete with remaining 10% completed by the end of the financial year. |
| ICT Technical Infrastructure Architecture | 411 | - | Procurement has not yet started. Additional ICT resource is being recruited but it is likely that this project will not be completed until Q1 2024/25. |
| ICT E-facilities Initiatives | 110 | 9 | EDMS project completed. Final accounts awaited. |
| Beeston Square Phase 2 | 600 | 248 | Scheme completed under budget. Approved release of final retention of cinema development costs. Lease for Glass Orchid completed and tenant in occupation. Some further works required in respect of waste disposal. |
| NWOW – Main Reception | 140 | - | Technical specification and drawings completed. Quotes received are being considered. Works expected to straddle financial years. |
| REGENERATION SCHEMES | | | |
| Stapleford Towns Fund – Stapleford Towns Recovery Fund | 473 | 402 | Grants scheme committed. |
| Stapleford Towns Fund – Skills and Education Facility Improvements | 3,087 | 134 | Internal works completed; external work within budget; due to complete in Spring 2024. Budget may need updating to better reflect delivery profile. |
| Stapleford Towns Fund – Town Centre Enterprise Management | 2,083 | 55 | Project has started. Delivery timeline pressures and risk of increased costs has been addressed but still a continued risk to the project. |

| Scheme | Approved Budget 2023/24* £'000 | Actual Spend to 31/12/23 £'000 | Comments |
|--|-----------------------------------|-----------------------------------|---|
| Stapleford Towns Fund – Community Pavilion | 6,229 | 285 | Procurement for contractor underway, enabling works required. Budget may need updating to better reflect delivery profile. |
| Stapleford Towns Fund – Town Centre Traffic Management | 378 | 33 | Design work at this stage. Issues to be resolved with key stakeholders. |
| Stapleford Towns Fund – Cycle Network and Infrastructure | 2,487 | 24 | Project needs to be de-scoped as costs are significantly over the budget allocation. |
| Kimberley Levelling Up Fund – Kimberley Means Business | 4,634 | 570 | Schemes launched and in progress. Budget updated to better reflect delivery profile in this year. |
| UK Shared Prosperity Fund – Capital Schemes | 123 | 18 | Schemes in progress but expected to complete on time and within budget. Budget updated to reflect delivery profile. |
| HOUSING REVENUE ACCOUNT | | | |
| Modernisation Programme (HRA) | 2,120 | 1,251 | Programmed works ongoing. Forecast to utilise the full budget following the issuing of further kitchen and bathroom replacements. |
| Social Housing Decarbonisation | 2,000 | 1 | Budget is total allocation with £1.1m BBC; £900k SHDF. Anticipated £200k spend in 2023/24 with unspent rolled forward. |
| Heating Replacement and Energy Efficiency Works | 2,000 | 1,234 | In progress with committed EWI works and electric heating. Budget may come under pressure due to winter breakdowns. |
| Aids and Adaptations – Disabled Persons | 514 | 244 | On target. |

| Scheme | Approved Budget 2023/24* £'000 | Actual Spend to 31/12/23 £'000 | Comments |
|---|--------------------------------|--------------------------------|---|
| Window and Door Replacement | 618 | 322 | Ongoing. Current forecast is to utilise the full budget. Contractor has capacity to deliver and a bulk order of window replacements has been ordered. |
| External Decoration, Pre-Paint Repairs, Soffit/Fascia Renewal | 590 | 236 | Likely budget underspend will be carried forward as further spend identified amongst the stock. |
| Electrical Periodic Improvement Works | 1,414 | 539 | On target. Any underspend will be carried forward to enable additional EICR tests and works to ensure compliance and remove peaks and troughs. |
| Fire Safety Assessment and Remedial Works | 871 | 248 | In progress. |
| Structural Remedial Repairs | 237 | 43 | Ongoing. Budgets set aside for concrete structure reports to be allocated. |
| Asbestos Surveys and Remedial Works | 247 | 20 | Ongoing. Any underspend to be carried forward as asbestos surveys gain momentum under new consultant. Expectation of increase in remedial works |
| HOUSING DELIVERY PLAN | | | |
| Acquisition of Properties | 2,554 | 1,051 | Six property purchased in year with further opportunities expected to progress to completion |
| Property Acquisition - Church Street Stapleford | 649 | - | New acquisition approved at Cabinet July 2023 |
| Property Acquisition - Derby Road Bramcote | 1,368 | - | New acquisition approved at Cabinet October 2023 |
| Property Acquisition - Church Hill Kimberley | 773 | - | New acquisition approved at Cabinet October 2023 |
| Property Acquisition - Newmanleys Road Eastwood | 1,030 | 968 | Purchase completed of five new houses. |
| Property Acquisition - Hall Drive Beeston | 3,160 | - | New acquisition approved at Cabinet October 2023 |

| Scheme | Approved Budget 2023/24* £'000 | Actual Spend to 31/12/23 £'000 | Comments |
|--|-----------------------------------|-----------------------------------|---|
| New Build Housing Feasibility Costs | 667 | 20 | In progress |
| New Build – Fishpond Cottage | 1,100 | 3 | Cabinet approved restart of scheme as planned. Contractor confirmed current tender price. Budget to be rolled forward to 2024/25 for April start on site. |
| New Build – Chilwell and Watnall Garage Sites (incl. Inham Nook) | 2,161 | 18 | Schemes all have planning permission. Homes England funding secured for the Chilwell sites. Start on site November 2023. |
| New Build – Felton Close New Build – Selside Court New Build – Gayrigg Court | 2,200 | - | Schemes have planning permission. Homes England funding secured for Chilwell sites. Start on site October 2023. |
| New Build – Chilton Drive New Build – Spring Close | 600 | - | Schemes have planning permission. Funding from Homes England has been requested. Start on site likely April 2024. |
| New Build – Land at Bramcote Crematorium | 2,273 | - | Negotiations are ongoing over the sale of land and the subsequent land purchase and building agreement for the 51 new homes. |
| New Build – Field Farm | 743 | 4 | Scheme approved by Cabinet May 2022. Spend limited to date. Ongoing contract negotiations almost finalised. |

* Budgets includes all approved changes by Cabinet up to 31 December 2023. Subsequent budget changes will be reflected in the Q4 report.