

Joint report of the Chief Executive, Deputy Chief Executive and Interim Strategic Director**REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE**1. 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. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by Committees each year.

3. Performance management

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, the capital programme and other financial information.

The relevant Committees 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 this Committee with an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators (CSI), identified as a means by which outcomes relating to corporate priorities and objectives can be measured. This summary is detailed in appendix 1.

4. Financial performance

A summary of the financial position as at 31 July 2019 with regard to the employee budgets, major income headings and progress against achieving the savings target set as part of the budget is included in appendix 2. A summary of the capital expenditure position to 31 July 2019 is also included.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Corporate Plan priorities in addition to the financial position for 2019/20.

Background papers

Nil

APPENDIX 1

PERFORMANCE MANAGEMENT

1. Background – Corporate Plan

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. It sets out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over this period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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 the Committees at meetings held in January and February 2019.

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken by the relevant Committee. This will include 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, the Policy and Performance Committee receives a high level report of progress against Corporate Plan priorities on a quarterly basis. The report provides a summary of the progress made to date towards achieving the corporate priorities and objectives. It also provides the latest data relating to Critical Success Indicators (CSI), which have been identified as a means by which outcomes relating to corporate priorities and objectives can be measured.

Further operational performance data, such as Key Performance Indicators (KPI) and Management Performance Indicators (MPI) are monitored by the respective Committee and/or General Management Team/Senior Management Team as appropriate. Similarly, the Business Plans for the support service areas (Bereavement Services, ICT and Business Transformation, Resources and Revenues, Benefits and Customer Services) are not being considered here at this stage.

Each of the five priorities is considered separately below:

1. HOUSING

The Council's priority for Housing is "**A good quality affordable home for all residents of Broxtowe**". Its objectives are to:

- Increase the rate of house building on brownfield sites (Ho1)

The Local Plan Part 2 is nearing its final stages with consultation undertaken on the modifications recommended by the Inspector. It is anticipated that the plan will be presented to full Council for adoption on 16 October 2019.

The Housing Committee approved a new House Building Delivery Plan on 5 June 2019. This plan sets out how the Council intends to deliver a minimum of 230 homes over 10 years on land which the Council owns, which is currently brownfield, underutilised or derelict land.

- Become an excellent housing provider (Ho2)

In 2018/19 Phase 1 of an upgrade to the Capita Open Housing system was successfully completed. The Repair Operatives have new devices that will improve how information on jobs is managed. Further modules are being added during 2019/20 that will bring improvements to services.

A new service, Tenancy Sustainment and Financial Inclusion, is now in place working to support the most vulnerable tenants. The team offers support and signposting to other agencies to help vulnerable tenants to remain in their homes. Elsewhere a dedicated Leasehold Officer has been appointed to provide services for the leaseholders across the Borough

The new Independent Living Service was launched in December 2018, following extensive consultation with all tenants affected by the changes. The Independent Living Co-ordinators have completed a thorough training programme for their new roles and are currently meeting with customers to complete an I-Plan which identifies the support required to maintain independence. Two Activities Co-ordinators are establishing a programme of activities in schemes across the Borough being delivered by themselves or partner organisations. These activities include walking groups, garden activities and games afternoons. This offers older people opportunities to socialise, improve their health and wellbeing, keep active and maintain their independence for longer. The activities have been well received by tenants, who are enjoying being physically and socially active.

A Nottinghamshire countywide bid has been successful in securing funding from the recent bidding round for the **Rapid Rehousing Pathway**. The funding is a key part of the Council's approach to ensure that those who sleep rough, or are at risk of rough sleeping, rapidly get the support they need, from the streets through to sustained accommodation.

- Improve the quality and availability of the private sector housing stock to meet local housing need (Ho3)

During the last four years, the Council has invested £1.6m in improving private sector homes for disabled people. It has helped to bring 126 empty homes back into use.

Critical Success Indicators for Housing

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Rent Collection: Rent collected as a proportion of the rent owed	BV66a	99.9%	99.0%	92.2%	The team is now fully staffed pending recruitment of a temporary Financial Inclusion Officer. The new 'RentSense' system went live June 2019.
Private sector vacant dwellings that are returned into occupation or demolished	HSLocal_11	34	25	6	On track to achieve target.
Overall satisfaction (Housing)	HSTOP_01	95.3%	87.0%	94.6%	266 satisfaction forms were received during Q1. These consisted of Repairs (235), Allocations (25), ASB (5), and Right-to-Buy (1).
HSTOP10_02 Gas Safety	HSTOP_02	99.9%	100%	99.9%	1,224 gas appliances were serviced in Q1. One service was completed outside of the target in May. Processes have been amended to ensure this does not reoccur.
Net additional homes provided	NI154	297	360	80	Part 2 Local Plan anticipated to be adopted in autumn 2019. The way monitoring housing completion has changed as a result of the housing delivery test requirements. The figures provided are consistent with this. Following adoption of the Part 2 Local Plan a large number of allocated sites will be available for housing to improve delivery.
Supply of ready to develop housing sites	NI159	72%	100%	78%	Adopting Part 2 Local Plan will fully address the five-year housing land supply shortage. Sites allocated are expected to come forward for development within two years of the adoption of the Plan. There is regular dialogue with developers, house builders and external funding providers to unlock the more difficult to develop sites and these efforts are already showing signs of success with the highest house building figures for 10 years achieved in 2017/18.

2. BUSINESS GROWTH

The Council's priority for Business Growth is '**New and growing businesses providing more jobs for people in Broxtowe and improved town centres**'. Its objectives are to:

- *Increase the number of new businesses starting in Broxtowe (BG1)*

Plans are being developed to regenerate Stapleford following a meeting with local Councillors. The aim is to position the town to become a HS2 gateway town and to ensure the population are skilled and qualified to take advantage of high quality job opportunities which will come along with HS2. The plans will also improve the environment; help the town centre evolve and improve to adapt to the challenge of changing retail patterns. The Council is working towards offering additional housing and better community facilities.

In the last four years, 130 new businesses have been created in the Borough.

Businesses continue to be supported through the Council's provision of business health check sessions, held in conjunction with the D2N2 Growth Hub. On 30 April 2019 five businesses were supported. The business health check sessions offer support to established businesses looking to develop and move on to their next stage. Support has offered to businesses to help them through the Brexit transition process, using email updates and seminars available elsewhere in the N2 area.

Broxtowe business start-up grants were launched in October 2018 designed to assist businesses starting-up and creating at least one job which will be based within Broxtowe. The scheme has a maximum award of £1,000 grant with 12 full grants being available to businesses in this first round. There were 12 applications and nine successful bids in the first round, with a total of £8,914 spent on grants assisting businesses. The scheme has been successful and all monies have been spent for the first round. It was anticipated that the Jobs and Economy Committee will provide approval in September 2019 to continue this grant scheme.

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

A bid to the Local Enterprise Partnership (LEP) funded town centres scheme is being prepared for £128,250. The funding would be used to create a business incubator hub from the old Police Station in Stapleford Town centre. The outcome sought is the creation of 15 jobs.

- *Complete the regeneration of Beeston Town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG03)*

The regeneration of Beeston Square continues to progress with the arrangement with the chosen cinema operator being firmed up; the sale of the residential land progressing and the financing arrangements coming together.

Critical Success Indicators for Business Growth

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Employment Land take up	ERLocal_02	4,257m ²	TBC	TBC	Data is collected annually. 2019/20 figures still to be confirmed.
Planning applications approved for employment development Class B1/B2/B8	ERLocal_03	16	TBC	TBC	2019/20 figures still to be confirmed.
Town Centre occupancy:					Targets based on average for year. Q1 values showed:
• Beeston	TCLocal_01a	94.6%	93%	93.5%	Down from 95% Q1 2018/19
• Kimberley	TCLocal_01b	92.3%	93%	91%	Down from 94% Q1 2018/19
• Eastwood	TCLocal_01c	88.8%	93%	89%	Down from 91% Q1 2018/19
• Stapleford	TCLocal_01d	86.2%	93%	87%	Up from 86% Q1 2018/19 National score for April to June 2019 = 89.7%
Planning applications approved for new retail and commercial floorspace within the town centres	TCLocal_05	8	TBC	TBC	2019/20 figure still to be confirmed. Target will be combined following adoption of the Part 2 Local Plan with amended town centre boundaries.

3. ENVIRONMENT

The Council's priority for Environment is **'The environment in Broxtowe will be protected and enhanced for future generations'**. Its objectives are to:

- Reduce litter and fly tipping to make Broxtowe cleaner (En1)

Housing officers and Refuse staff took part in waste day clean-ups in April 2019. The areas of the Matthews Estate in Stapleford; Princes Street in Eastwood and Ribblesdale Court in Chilwell were provided with a free bulky waste collection day. Just over 10 tonnes of rubbish was collected from the estates together with electrical goods. Many residents came out and not only got rid of their rubbish but also to help others, with a real sense of community spirit being evident.

Eastwood received a spring clean on 24 May 2019 as part of the Clean and Green Campaign. Members of Beauvale Trefoil Guild joined a Community Clean Team to clean up areas around the town centre, Mansfield Road, Greenhills Road, Nottingham Road and Wood Street. The group “enjoyed the experience and had a real sense of satisfaction doing it. It was a lovely evening, and we received quite a few compliments from the public who spoke to us whilst we were out and about.” Since the Council launched its Clean and Green Campaign last October, more than 200 local residents have joined Community Clean Teams to help keep the Borough tidy.

A new Fly Posting Policy has been approved by Community Safety Committee, which highlights the fact that it is an illegal activity unless done in accordance with regulations governing the issue. The policy sets out the Council’s approach to enforcement and gives guidance to charitable groups as to how advertising their local events can be done within the law.

- *Maintain and improve the green infrastructure of the Broxtowe (En2)*

As part of the Clean and Green campaign, a project was undertaken to improve the main pond in Collier’s Wood. Thousands of goldfish were removed from the pond (the fish had bred having been illegally released into the wild). The project was to make the water in the pond clearer and support a more diverse range of native wildlife including newts, frogs, toads and dragonflies, as well as helping to establish native pond plants such as water lilies.

A funding bid was successful for Bramcote which provide park improvements thanks to grants from the WREN FCC Community Action Fund (£50,000) and the Council Pride in Parks Initiative (£70,000). Funding has been secured to help improve King George V Park and includes a new fenced play area and an outdoor fitness area together with access improvements.

The Play Area at Beauvale Park was refurbished in the spring. The Parish Council utilised their Pride in Parks Budget for both 2018/19 and 2019/20 to install new play equipment and safety surfacing.

A new multi-use games area at Hickings Lane Recreation Ground in Stapleford was officially opened in May 2019 following the first phase of a £160,000 scheme as part of the Council’s Pride in Parks scheme. The area has high rebound fencing and allows both football and basketball to be played. There is also a set of cricket stumps within the fencing to maximize the number of sports that can take place. New markings for the sports have been created on the tarmac surfacing and the area has been well received.

The total scheme, which includes a full refurbishment of the play area, was funded by the FCC Communities Foundation (£93,000), along with £67,000 from the Pride in Parks scheme. Stapleford Town Football Club also contributed £1,000 towards the project with the payment made to the Council at the opening event. The football club together with Stapleford Community Group provided valuable support to the funding application in helping to undertake local consultation work.

Overall the Council has invested £500,000 in parks and open spaces in the last two years. It has also worked in partnership with Parish and Town Councils, and the investment has levered in £283,000 of matched funds.

During the summer 2019, residents were invited to have their say on a selection of parks and open spaces in the Borough to help the Council ensure they meet the 'Broxtowe Standard'. Residents were asked to rate their chosen parks or open spaces on a number of areas including how welcoming they are, signage, cleanliness, access and facilities available. The results of the annual survey are used to prioritise improvements to enhance parks and open spaces.

- Increase recycling, composting, renewable and energy efficiency projects as resources allow and reduce residual waste (En3)

The number of garden waste subscriptions increased to 19,664 in 2018/19 (19,211 in 2017/18) which has exceeded the target for the year.

A number of schools are scheduled to be visited by the Refuse and Recycling Team in autumn 2019. These visits will allow engagement with the youngest residents on how they can get involved with recycling and make a difference not only to the community but the world they live in.

Following a successful trial of an electric van through Nottingham's ULEV scheme, the Council is now the proud owner of their first two electric vans. These are being used by the Garage Workshop as a first response breakdown vehicle and by Neighbourhood Wardens as a dog control vehicle. The scheme gave the Council the opportunity to ensure electric vehicles were an appropriate resource. The use of these vehicles supports the corporate objectives for Clean and Green. The Council is keen for the local vehicles in the community to be greener whilst making significant financial savings. The fuel cost for each vehicle has been reduced by an average of 13p per mile.

Critical Success Indicators for Environment

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Cleanliness of the streets and open spaces within the Borough (levels of litter)	NI195a	96%	97%	TBC	The surveys are undertaken three times a year so the results of the first survey will be reported in the quarter 2.
Number of fly tipping incidents removed	SSData_01	359	342	70	Data obtained annually. The quarterly data stated is an estimate.
Household waste recycled and composted	NI192	38.5%	40.2%	40.8%	Figure estimated as not all data is available. Accurate comparison with previous performance is not possible.

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Parks achieving Broxtowe Parks Standard %	PSData_09	92%	98%	TBC	Surveys are currently being undertaken - Reports will be available in Q2 2019/20.
Energy consumption across all operational sites Total kWh gas/ electric ('000)	CPLocal_03	8,114	8,280	TBC	Data calculated annually

4. **HEALTH**

The Council's priority and objective for Health is '**People in Broxtowe enjoy longer, active and healthy lives**'. Its objectives are to:

- *Increase the number of people who have active lifestyles (He1)*

A number of projects to improve local people's health are being delivered or planned to be delivered through the health and older people's partnership within the Broxtowe partnership group. These include:

- Restarting the weekly "stop smoking" clinic at Beeston;
- "Making every contact count" session delivered to the partnership group by Everyone Health;
- The Council signing up to the wellbeing at work scheme and seeking accreditation under the scheme for its work;
- An application for £10,000 being made to support a food poverty initiative in Stapleford; and
- A social prescribing model for Greater Nottingham designed through the Nottingham ICS.

Liberty Leisure Limited had another successful year in 2018/19. Attendances increased by 11,000 from 2017/18, whilst the amount of management fee required from the Council decreased by £100,000 over the previous year.

Satisfaction with the leisure services offer increased to 80% compared to when it was last measured in 2016/17 (70%). This has been achieved by implementing a number of changes including:

- Upgrading dance studios at all three sites and delivering Les Mills Virtual Fitness, Personal Training and a new spinning studio
- Creating an exhibition space at the D H Lawrence Birthplace Museum along with a self-guided tour option

- Delivering ongoing customer service training for the staff at Liberty Leisure Limited
- Delivering a broader events programme including the addition of pop-up cinemas
- A fast track entry system to reduce queue times at Kimberley Leisure Centre
- Providing an online ticket platform to enable customers to book and pay for their events and one off activities online

Liberty Leisure Limited and the Council are working with Active Notts to build on work that has been done to encourage people to have active lifestyles in Broxtowe. Work has started on a project which recognises the benefits of exercise for people with mental health conditions.

- Work with partners to improve the health of the local population (He2)

Plans for the future include developing a directory of services that contribute towards improving young people's mental health and low level anxieties; circulating the "master your mind" guide to better mental health for young people to Broxtowe Youth Voice; and increasing knowledge about the barriers to exercise for people with a mental illness and to work with residents and health professionals to increase physical activity by removing or minimising these barriers.

- Reduce alcohol related harm in Broxtowe (He3)

Monthly data is being obtained from the Change-Grow-Live programme to monitor progress of this intervention towards improving the health of residents.

Critical Success Indicators for Health

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Total Attendances for Leisure and Culture	LLDATA _E03 _H01 _B01 _K01 _C01 _S01	1,720k	1,700k	583K	Exceeding Q1 target and an increase of 4,860 on Q1 2018/19. Data from summer events will increase the July 2019.
Percentage of Inactive Adults in Broxtowe	LLLocal _G09	-	25.1	-	Data collected annually in October. 2016/17 = 26.1

5. COMMUNITY SAFETY

The Council's priority for Community Safety is that **'Broxtowe will be a place where people feel safe and secure in their communities'**. Its objectives are:

- Reduce the amount of anti-social behaviour in Broxtowe (CS1)

Activities to address anti-social behaviour in Stapleford included:

- Areas where speeding habitually occurs were targeted for enforcement action.
- Installation of free Wi-Fi in Hickings Lane pavilion for an internet café providing a diversionary project for young people and to promote employment for young people.
- Delivery of constructions skills certification scheme through Hickings Lane hub is being investigated.
- The Housing and Environment divisions organised a clean-up day at Ilkeston Road Park.
- Regular estate inspections took place in the Montrose Ave/Melbourne Road area.
- Appropriate cases were referred to the "breaking the cycle programme" - a hate crime project run in partnership with the Holocaust Centre.

In early summer 2019, the Communities Team delivered garden crime advisory leaflets and posters to local garden centres and DIY retailers. The information is published to encourage local residents to take some simple steps to ensure they protect themselves from garden crime. The current garden crime advisory leaflet can be found on the Council's website.

- Reduce domestic violence in Broxtowe (CS2)

A working group 'Make a Stand' has been established and has developed a plan to achieve the four commitments in the 'Make a Stand Pledge'. This will include reviewing and updating Housing policies and procedures, developing support for tenants and staff who may be affected by domestic abuse. Broxtowe Women's Project held an information session at Kimberley Depot, which focused on increasing awareness of what constitutes domestic abuse, the support networks are available to survivors.

The Stapleford Locality Action Plan 2018/19 achieved many positive outcomes in the year, including knife amnesties, awareness campaigns, and promotion of the White Ribbon Campaign. Events to promote services to male survivors of domestic violence were delivered by Equation. Victims of domestic violence were referred to Women's Aid Integrated Service and Broxtowe Women's project for support.

Critical Success Indicators for Community Safety

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe (Notts Police Strategic Analytical Unit)	ComS_011	2,011	2,126	549	Increased from 523 in Q1 2018/19
Reduction in ASB cases reported in the borough to Environmental Health, Communities and Housing	ComS_012	480	-	125	Decreased from 145 in Q1 2018/19
	ComS_014	40	-	4	Decreased from 17 in Q1 2018/19
	ComS_013	191	-	34	Decreased from 53 in Q1 2018/19
Repeat high risk domestic abuse cases referred to the Multi-Agency Risk Assessment Conference [% of all re-referrals]	ComS_024	24%	13%	20%	In Q1 2019/20 35 cases to MARAC of which seven were repeat cases
Domestic Abuse in the Borough	ComS_025	834	550	-	Target reduced from 1,488 to reflect that only domestic crimes are recorded as opposed to domestic crimes and incidents. Data recorded six monthly.
Alcohol related referrals to Change-Grow-Live with positive outcomes from Broxtowe	ComS_085	103	-	20	Referrals - Some of the outcomes in Q1 will be from previous year's referrals.
	ComS_085a	94 (91.3%)	- (70%)	15 (75%)	Positive Outcomes - Target of 70% is based on mid year performance 2018/19.
Complete action assigned to the Council in various Partnership Action Plans to address inequality and improve the lives of people living/working in the Borough	LSP 1820	-	100%	12%	The value shows progress on completing the Partnership Action Plans for Health, Dementia, Children and Young People, Older People, and Child Poverty These plans cover a two year period starting in 2018.