

**Joint report of the Chief Executive, the Deputy Chief Executive and the 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 October 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 October 2019 is also included.

**Recommendation**

**The Committee is asked to NOTE the progress made in achieving the Corporate Plan priorities and with regard 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 has been adopted following approval by full Council on 16 October 2019.

- Become an excellent housing provider (Ho2)

The 'STAR' questionnaire has been sent to local residents to assess the satisfaction with the Housing Service.

A House Delivery Plan is being developed by the Housing Service.

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

HMO research is being undertaken following concerns about increasing levels to assess whether there is need for further regulation. The Jobs and Economy Committee will receive a report on the findings.

### Critical Success Indicators for Housing

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q2 2019/20	Comments (incl. benchmarking)
Rent Collection: Rent collected as a proportion of the rent owed	BV66a	99.9%	99.0%	96%	2019/20 quarter 1 = 92% The new RentSense system is now embedded. This is assisting the team to make further improvements in rent collection.
Private sector vacant dwellings that are returned into occupation or demolished	HSLocal_11	34	25	6	On track to achieve target. Total for 2019/20 is 12.
Overall satisfaction (Housing)	HSTOP_01	95.3%	87.0%	90.6%	522 satisfaction forms were received during Q2. These consisted of Repairs (438), Allocations (47), Income (19), Engagement (17) and Right-to-Buy (1).
HSTOP10_02 Gas Safety	HSTOP_02	99.9%	100%	99.9%	Gas safety checks remain on track to achieve target. In quarter 21,686 gas appliances serviced.

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q2 2019/20	Comments (incl. benchmarking)
Net additional homes provided	NI154	297	360	-	Part 2 Local Plan was adopted on 16 October 2019. The way of 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 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. 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. An updated report is to be presented to Jobs and Economy Committee in November 2019.

HS2 are currently consulting on a number of design refinements for the Phase 2b route, including one refinement within Broxtowe.

Stapleford is one 100 towns in England that has been invited to bid for a share of the £25m investment from the 'Towns Fund'. This is an exciting opportunity that will help develop the town.

A bid to develop an industrial unit on the Mushroom Farm site in the north of the Borough has been prepared. This would provide valuable employment opportunities in the area.

Work has been commissioned by the Jobs and Economy Committee to develop the economic case, and to explore in detail issues associated with extending the tram to Kimberley, Eastwood and Amber Valley.

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

A further piece of street art was commissioned by the Council using an art fund inherited from Henry Boot plc. The artwork Mural Life spray has been painted on Station Road.

In addition to the possible 'Town Funds' other ideas are emerging for the regeneration of Stapleford town centre. These include creating a business incubator hub, introducing traffic management initiatives to improve flow and ease congestion, increase the amount of housing through repurposing of empty shops and reviewing community facilities. Other leisure and environmental improvements are being considered.

Similar ideas are being explored for the regeneration of Eastwood and its surrounding areas, including leisure facilities, green spaces and Brinsley community centre.

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

The regeneration of Beeston Square has taken a major step forward with the signing of a lease with Arc Cinema. A contractor has been appointed for the construction of the cinema. The sale of the residential land is progressing and the financing arrangements coming together.

Critical Success Indicators for Business Growth

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q2 2019/20	Comments (incl. benchmarking)
Employment Land take up	ERLocal_02	4,257m <sup>2</sup>	N/A	N/A	Data is collected annually.
Planning applications approved for employment development Class B1/B2/B8	ERLocal_03	N/A	N/A	N/A	20 applications approved in 2016/17
Town Centre occupancy:				Oct19	Targets based on average for year. Q1 values showed:
• Beeston	TCLocal_01a	94.6%	93%	92%	Decrease from 94% Q2 2018/19
• Kimberley	TCLocal_01b	92.3%	93%	88%	Decrease from 92% Q2 2018/19
• Eastwood	TCLocal_01c	88.8%	93%	90%	Stable from 90% Q2 2018/19
• Stapleford	TCLocal_01d	86.2%	93%	87%	Increase from 86% Q2 2018/19 National score for July to Sept 2019 = 90%
Planning applications approved for new retail and commercial floorspace within the town centres	TCLocal_05	N/A	N/A	N/A	Data collected annually. There have been no new units built in the town centres and no units have expanded. This is in line with emerging planning policy which proposes to amend and shrink town centre boundaries in some locations to increase long term viability.

**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)

The Environment Service carry out duty of care visits to ensure waste is being disposed of correctly. Officers also work with volunteer groups undertaking litter picks as part of the Clean and Green Campaign.

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

Five Broxtowe open spaces have retained their Green Flag awards. Bramcote Hills Park, Colliers Wood, Moorgreen, Alexandrina Plantation/Sandy Lane, Bramcote, Brinsley Headstocks and The Old Church Tower Bramcote are all acknowledged after external inspection to be among the best green spaces in the country, so have retained the prestigious Green Flag Awards.

This is a tribute to the many hours of hard work put in by our grounds maintenance team and the residents who are Friends of these open spaces.

The new Play Area at Hickings Lane Recreation Ground, Stapleford has officially opened following £160,000 of improvements to the site. This follows on from the first phase of the project which saw a new Multi Use Games Area opened on the site. The new play area has an accessible rubber surface and features play equipment designed to accommodate a wide range of ages and abilities. The central feature, a steel dome with a suspended rope climbing feature beneath is the star of the show and is complemented by traditional play units, swings, slides, a seesaw, trampoline and basket swing.

The total scheme, including the new games area was funded by a £93,000 grant from FCC Communities Foundation, along with a further £67,000 from the Council's Pride in Parks scheme. One of its primary users, Stapleford Town Football Club, contributed £1,000 towards the project and United Living, the Councils' home modernisations contractor, provided £5,000 towards the scheme. The football club together with Stapleford Community Group provided valuable support to the funding application in helping to undertake local consultation work.

The final designs and costs for the King George V Park, Bramcote were approved and work commenced in October 2019. The £123,500 project includes a new play area, outdoor fitness equipment and access improvements.

The play area at Sherman Drive Open Space, Chilwell began in September 2019. The £30,000 scheme is being funded from the Council's 'Pride in Parks' budget. The work was undertaken by Land Restoration Services Limited, who are very experienced in play area work. They recently completed the new play area at Hickings Lane Recreation Grounds, Stapleford.

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

At the full Council meeting on 17 July 2019, Councillors passed a motion to declare a Climate Change Emergency and committed to produce a new Climate Change and Green Futures Programme, which will include the setting of a net carbon neutral target for Broxtowe Borough Council by 2027. There will be many strands to the programme.

One area of work is the installation of 28 new Electric Vehicle Charging Points in Beeston, Stapleford, Kimberley and Eastwood thanks to funding from the Go Ultra Low Cities Project.

School children at the Priory Catholic School, Eastwood, Greasley Beauvale Primary School and Albany Infant School, Stapleford were visited by the Council's Waste and Recycling team. They had the chance to sit in a bin lorry and learn about recycling. This activity is part of a programme to promote recycling in the local community.

A short educational video on household recycling was shown at the outdoor cinema screenings during the summer. The video was well received and it is hoped that this will improve the Borough's recycling rate.

### Critical Success Indicators for Environment

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q2 2019/20	Comments (incl. benchmarking)
Cleanliness of the streets and open spaces within the Borough (levels of litter)	NI195a	96%	97%	-	Surveys are undertaken three times a year so the result is the first in 2019/20. An independent road cleanliness survey gave the council a 'Passing' Grade and is one of 194 authorities inspected by the government. 10% of roads in the Borough were surveyed.
Number of fly tipping incidents removed	SSData_01	359	342	57	Data obtained annually. The quarterly data stated is an estimate. Q1=70.
Household waste recycled and composted	NI192	38.5%	40.2%	42.4%	Figure estimated as not all data is available. Accurate comparison with previous performance is not possible.
Parks achieving Broxtowe Parks Standard %	PSData_09	92%	98%	-	Surveys have been undertaken and results are being collated. Report will be available in quarter 3 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)

During the summer the popular Beeston Beach returned. A five week course and 'Introduction to Yoga' was offered to help de-stress residents.

Liberty Leisure hosted the Kimberley Triathlon on 22 September 2019 and the Moorgreen Duathlon held on 13 October 2019. The events proved popular with competitors, supporters and visitors.

A new Leisure Facilities Strategy has been commissioned to look at the future of our Leisure Facilities and how we can renew them for future generations.

Free swimming, for those aged under 17, was offered by Liberty Leisure Limited during the school summer holidays. This popular event is appreciated by families and is widely enjoyed.

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

Liberty Leisure Limited hosted a series of events throughout the summer. A new event, Timewarp 1940s, was held in August at Dovecote Lane Recreation Ground and was warmly received.

Once again free Play Days took place during the school holidays. Activities included slime making, KMK carts, a climbing wall, juggling, circus skills and 'have a go' archery. Family favourites, such as puppet shows, giant bubbles and children's rides were on offer as well as local community groups providing engaging and fun activities.

Broxtowe introduced the Mini Reel' outdoor childrens' cinema which was well attended.

A business proprietor in Beeston was given a £975 fine after being found guilty of contravening health and safety legislation at Nottingham Magistrates' Court. He was also ordered to pay £2,190 costs and a £97.50 victim surcharge.

- Reduce alcohol related harm in Broxtowe (He3)

#### Critical Success Indicators for Health

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q2 2019/20	Comments (incl. benchmarking)
Total Attendances for Leisure and Culture	LLDATA _E03 _H01 _B01 _K01 _C01 _S01	1,720k	1,700k	4,120K	Q2 target showed a decrease of 20K compared to Q2 2018/19.  Due to weather conditions some summer events were cancelled reducing the level of attendance.
Percentage of Inactive Adults in Broxtowe	LLLocal _G09	18.4%	25.1%	-	Data collected annually in October. 2016/17 = 26.1 2017/18 = 23.9

## 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)

Officers are working in with various partners on multiple action plans.

- Reduce domestic violence in Broxtowe (CS2)

A domestic violence conference took place on 2 September 2019 and was attended by a wide variety of the Council's partners. It provided a valuable opportunity for networking and enabled ideas and good practice to be exchanged.

### Critical Success Indicators for Community Safety

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q2 2019/20	Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe (Notts Police Strategic Analytical Unit)	ComS_011	2,011	2,126	537	Decreased from 569 in Q2 2018/19 2019/20 Q1/Q2 = 1,086 2018/19 Q1/Q2 = 1,092
Reduction in ASB cases reported in the borough to Environmental Health, Communities and Housing	ComS_012 Environm ental Health	480	-	119	Decreased from 147 in Q2 2018/19
	ComS_014 Communi ties	40	-	12	Decreased from 15 in Q2 2018/19
	ComS_013 Housing	191	-	41	Increased from 40 in Q2 2018/19
Repeat high risk domestic abuse cases referred to the Multi-Agency Risk Assessment Conference [% of all re-referrals]	ComS_024	24%	13%	17%	In Q2 2019/20 30 cases to MARAC of which 5 were repeat cases
Domestic Abuse in the Borough	ComS_025	834	550	749	Target reduced from 1,488 to reflect that only domestic crimes are recorded as opposed to domestic crimes and incidents. Data recorded six monthly.

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q2 2019/20	Comments (incl. benchmarking)
Alcohol related referrals to Change-Grow-Live with positive outcomes from Broxtowe	ComS_085	103	100	23	Referrals - Some of the outcomes in quarter 2 will be from previous quarters referrals.
Alcohol related referrals to Change-Grow-Live with positive outcomes from Broxtowe	ComS_085a	94 (91.3%)	- (70%)	27 (100%)	Positive Outcomes - Target of 70% is based on mid-year performance 2018/19. More participants completed the programme in quarter 2 than were referred. The number of referrals is between 20-25 each quarter.
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%	62%	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.

## APPENDIX 2

## FINANCIAL PERFORMANCE

Employee Position

The summary position as at 31 October 2019 as regards to the employee budgets is as shown below:

Directorate	Budget to 31/10/2019 £	Actual to 31/10/2019 £	Variance £
Chief Executive's	1,502,638	1,502,084	(554)
Deputy Chief Executive's	1,831,900	1,805,532	(26,368)
Strategic Director's	2,785,738	2,601,510	(184,228)
<b>General Fund - Total</b>	<b>6,120,276</b>	<b>5,909,126</b>	<b>(211,150)</b>
Housing Revenue Account	2,195,171	2,078,327	(116,844)
<b>Total</b>	<b>8,315,447</b>	<b>7,987,453</b>	<b>(327,994)</b>

Any overtime worked in respect of October (paid in November) is not included.

The budget figures above exclude the vacancy rate target set for the General Fund when the 2019/20 budget was approved. This presently totals £328,257 for 2019/20. The table above shows that the Council is currently meeting the General Fund vacancy rate target. This will continue to be carefully managed with a view to ensuring that the target is achieved at the end of the financial year.

The HRA underspend to 31 October 2019 will be offset by additional payments to sub-contractors to ensure that the delivery of services to tenants is maintained.

Non-employee Expenditure Budget Variations

The most significant variations on non-employee budgets to 31 October 2019 are:

Budget Heading	Approved Budget 2019/20 £	Actual Spend 31/07/19 £	Projected Outturn 2019/20 £	Projected Variance 2019/20 £	Comments
<b>General Fund</b>					
Miscellaneous – Third Party Payments	0	0	60,700	60,700	Projected cost of the Interim Strategic Director seconded from Rushcliffe BC to 31 October 2019. No invoice received as yet in respect of costs in 2019/20.

**Income Budgets**

The position to 31 October 2019 in respect of the most significant variable income budgets is as follows:

<b>Income</b>	<b>Annual Budget 2019/20 £</b>	<b>Income to 31/10/2019 £</b>	<b>Latest Projection 2019/20 £</b>	<b>Projected Variance to Budget £</b>
Planning Fees	(530,000)	(252,363)	(530,000)	0
Pre-Planning & History Fees	(25,000)	(14,813)	(25,000)	0
Industrial Units Rent	(176,655)	(198,000)	(176,655)	0
Craft Centre Complex Rents	(36,100)	(38,645)	(36,100)	0
Garden Waste Income	(680,000)	(700,474)	(680,000)	0
Sale of Glass	(38,000)	(22,540)	(38,000)	0
Sale of Wheeled Bins	(29,750)	(14,618)	(29,750)	0
Recycling Credits - Glass	(116,000)	(37,509)	(112,200)	3,800
Trade Refuse Income	(597,000)	(547,164)	(597,000)	0
Special Collections Income	(60,000)	(40,116)	(60,000)	0
Parking P&D Income	(176,500)	(123,304)	(176,500)	0
Off Street PCN Income	(95,000)	0	(95,000)	0
Cemeteries – Fees and Charges	(200,500)	(106,977)	(200,500)	0
Miscellaneous Legal Charges	(20,000)	(9,047)	(20,000)	0
Land charges Income	(102,000)	(42,736)	(102,000)	0
Licence Income	(148,175)	(104,030)	(148,175)	0
Interest on Investments	(392,710)	(110,783)	(350,000)	42,710
Beeston Square Rent	(700,000)	(538,315)	(700,000)	0
General Properties Rent	(58,000)	(21,543)	(58,000)	0
<b>Total</b>	<b>(4,181,390)</b>	<b>(2,922,977)</b>	<b>(4,134,880)</b>	<b>46,510</b>

**Notes**

- i) Income in respect of glass recycling credits received from Nottinghamshire County Council in 2019/20 is assumed to be £9,350 per month based upon the credits for April to July 2019. The total received in 2018/19 was £101,613.
- ii) The 2019/20 budget for interest on investments assumed two interest rate increases during 2019/20 as was widely anticipated when the budget was set. This is not now expected to happen and the current expectation is that the next movement in interest rates is likely to be downwards.

**Capital Programme**

Capital programme expenditure as at 31 October 2019 is summarised as follows:

	<b>Approved Budget 2019/20 £</b>	<b>Actual Spend to 31/10/2019 £</b>	<b>Proportion of Budget Spent %</b>
General Fund	7,746,750	2,074,742	26.8
Housing Revenue Account	7,204,000	3,083,987	42.8
<b>TOTAL</b>	<b>14,950,750</b>	<b>5,158,729</b>	<b>34.5</b>

The table includes all capital schemes brought forward from 2018/19, as previously approved, in addition to any other budget changes made up to 31 October 2019. 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 General Fund capital programme excludes schemes totalling £2,438,400 for which the approval to proceed will be granted once a source of funding has been identified.

The most significant schemes with regards to spending to 31 October 2019 are:

<b>Scheme</b>	<b>Approved Budget 2019/20 £</b>	<b>Actual Spend to 31/10/19 £</b>	<b>Comments</b>
<b>General Fund</b>			
Replacement Vehicles and Plant	765,000	420,456	Budget for 2019/20 fully committed.
Beeston Square Phase2 (Net Compensation)	3,554,450	361,483	Part of budget for construction will slip into 2020/21.
<b>Housing Revenue Account</b>			
Central Heating Replacement	1,038,100	240,008	New electrical heating contract has been delayed. Tender process is now complete. Other work progressing as planned.
Modernisation Programme	1,563,000	1,137,539	Work progressing as planned.