

## RESOURCES BUSINESS PLAN 2024–2027

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

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

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

**The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.**

**The Council's Values are:**

- Going the extra mile: **a strong, caring focus on the needs of communities**
- Ready for change: **innovation and readiness for change**
- Employees: **value our employees and enable the active involvement of everyone**
- Always improving: **continuous improvement and delivering value for money**
- Transparent: **integrity and professional competence**

**Broxtowe Borough Council's Priorities and Objectives are as follows:**

**Housing – A good quality affordable home for everyone**

**Business Growth – Invest in our towns and people**

**Environment – Protect the environment for the future**

**Health – Support people to live well**

**Community Safety – A safe place for everyone**

## 1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision for 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment	April 2024	Chief Executive
Business Strategy	Designed to ensure that the Council is: <ul style="list-style-type: none"> <li>• Lean and fit in its assets, systems and processes</li> <li>• Customer focused in all its activities</li> <li>• Commercially minded and financially viable</li> <li>• Making best use of technology</li> </ul>	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period	Updated twice per annum	Deputy Chief Executive Head of Finance Services
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management	Updated annually	Deputy Chief Executive Head of Finance Services

<b>Strategy/Policy Document</b>	<b>Purpose of Document</b>	<b>Renewal Date</b>	<b>Responsible Officer/Contact</b>
Climate Change and Green Futures Programme	A strategic document detailing actions that aim to reduce the Council's carbon footprint to net zero by 2027 and outlines how the Council will influence, encourage and assist households, businesses and schools within the Borough to achieve the same goal	Reviewed regularly by working group	Executive Director
<b>Finance Services</b>			
Medium Term Financial Strategy	Provides a three-year forecast of expenditure and income along with the use of reserves	Updated twice per annum	Deputy Chief Executive
Statement of Accounts	Provides a summary of the Council's finances at the end of each financial year	Annually	Head of Finance Services
Housing Revenue Account (HRA) 30-Year Business Plan	Provides a 30-year forecast of revenue and capital expenditure and income on the Council's HRA landlord functions	Annually	Head of Finance Services
Internal Audit Charter	Key document defining the role of the Internal Audit service. It sets out the mission, purpose, regulatory basis, ethics, authority, independence/objectivity and responsibilities of Internal Audit.	Annually	Chief Audit and Control Officer
Internal Audit Strategy and Plan	Provides a framework for reviewing the Council's control systems based on an assessment of risks within each system, with the plan detailing the audit activity for the forthcoming year	Annually	Chief Audit and Control Officer
Capital Strategy	Provides a high-level overview of how the Council approaches the planning and financing of capital expenditure	Annually	Deputy Chief Executive
Treasury Management Strategy	Provides the framework within which treasury management activities are conducted together with detailed plans for the management of the Council's loans and investment portfolios	Annually	Head of Finance Services

<b>Strategy/Policy Document</b>	<b>Purpose of Document</b>	<b>Renewal Date</b>	<b>Responsible Officer/Contact</b>
Investment Strategy	Ensures investment decisions fulfil pre-set criteria relating to security, liquidity and yield	Annually	Head of Finance Services
Fraud and Corruption Prevention Policy	Documents the Council's approach to fraud and corruption prevention	Upon changes to relevant legislation	Chief Audit and Control Officer
Money Laundering Prevention Policy	Sets out the procedures which must be followed to enable the Council to comply with its legal obligations in relation to money laundering activity, including nominating the Deputy Chief Executive as the Money Laundering Reporting Officer (MLRO)	Upon changes to relevant legislation	Deputy Chief Executive Chief Audit and Control Officer
Risk Management Strategy	Defines the Council's attitude to risk and sets out the framework within which risks will be managed and monitored. Effective risk management will help to ensure that the Council maximises its opportunities and minimises the impact of the risks faced thereby improving its ability to deliver priorities, improve outcomes for residents and mitigating legal action and financial claims against the Council and subsequent damage to its reputation	June 2024	GMT Strategic Risk Management Group Head of Finance Services
Strategic Risk Register	Identifies key strategic risks to the achievement of the Council's corporate priorities and objectives	Quarterly	Head of Finance Services
Grant Aid Policy for Voluntary and Community Organisations, Charitable Bodies and Individuals involved in Sports or the Arts	Defines the framework in which the Council administers its grant aid scheme to underline its commitment to support and promote a vibrant voluntary sector throughout Broxtowe	September 2025 Updated earlier if requested	Head of Finance Services Chief Audit and Control Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<p><b>Monitoring Officer</b></p> <p>Constitution</p>	<p>Overarching framework of how the Council must operate to ensure legal compliance and good governance in its decision making. Sets out terms of references for full Council, Cabinet and Officer delegations. Defines procedures which must be followed to enable the Council to comply with its legal obligations in relation to contracts and procurement</p>	<p>July 2024 (Reviewed annually)  Updated earlier if necessary</p>	<p>Monitoring Officer  Deputy Monitoring Officers</p>
<p>Code of Conduct</p>	<p>Sets out standards of behaviour expected of the Council Members to ensure the Council is operating in line with the Code of Conduct to promote integrity, professionalism and transparency, to maintain public confidence and the Council's reputation</p>	<p>July 2024 (Reviewed annually)</p>	<p>Monitoring Officer  Deputy Monitoring Officers</p>
<p><b>Legal</b></p> <p>RIPA Policy</p>	<p>Provides the necessary framework and approach to be taken when the Council considers acquiring powers under RIPA 2000 to conduct covert investigations. Sets out the requirement to maintain a Central Register of all issued authorisations</p>	<p>November 2024 (Reviewed Annually)</p>	<p>Chief Executive  Head of Legal and Deputy Monitoring Officer</p>
<p>Asset of Community Value Register Policy</p>	<p>Defines the procedure and approach to be taken to deal with all applications submitted under Part 5 Chapter 3 Localism Act 2011 to list assets as an asset of community value.  To maintain and publish a register of all assets of community value</p>	<p>April 2024 (Reviewed every three years)</p>	<p>Head of Legal Services and Deputy Monitoring Officer</p>

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<p><b>Administrative Services</b></p> <p>Business Support Service Level Agreements</p>	<p>Provide standards and targets for the delivery of support to service areas</p>	<p>Reviewed Annually</p>	<p>Head of Administrative Services</p>
<p>Data Protection Policy</p>	<p>To provide standards and procedures to adhere to in accordance with the Data Protection Act 2018 and monitor compliance to the Act</p>	<p>March 2024</p>	<p>Organisations with which the Council works as set out in the Information Sharing Protocol</p>
<p>Information Management Strategy</p>	<p>Facilitate the sharing of information with a number of organisations the Council works with. The protocols are reviewed annually in line with the Information Sharing Protocol schedule</p>	<p>Updated as necessary</p>	<p>Information Governance Officer</p>
<p>Information Sharing Protocol</p>	<p>Facilitate the sharing of information with Nottinghamshire Police</p>	<p>Updated as necessary</p>	<p>Nottinghamshire Police</p>
<p><b>Democratic Services</b></p> <p>Complaints Procedure</p>	<p>Sets out the process and targets the Council must comply with when handling complaints</p>	<p>March 2024 Reviewed Annually</p>	<p>Head of Democratic Services Complaints Officer</p>

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Compensation Policy	Provides a framework to ensure a consistent approach is taken to providing payment in settlement of complaints and findings of fault during the complaint process	March 2024 Reviewed Annually	Head of Democratic Services  Complaints Officer
<b>Human Resources</b>  People Strategy 2020-2024	Strategic direction and actions for development and planning of skills and capacity to deliver services now and in the future	To be included in Workforce Strategy from April 2025	Chief Executive
Single Status Conditions of Service	Comprehensive set of employment policies, practices and conditions of service for all employees	March 2024	Human Resources Manager
Apprenticeship Strategy	Sets out the Council's approach to increasing the number of apprentices and use of the apprenticeship levy	To be included in Workforce Strategy from April 2025	Chief Executive
Equality and Diversity Policy	Outlines the Council's legal duties and sets out the corporate framework for work on equality and diversity	Reviewed 2024	Human Resources Manager
Equal Opportunities Policy	Statement of intent, responsibilities and actions in respect of equality and diversity for employees and services provided by the Council	Reviewed 2024	Chief Executive

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Learning and Development Policy	Policy, principles and procedure for the delivery of corporate training and development needs across the Council	To be included in Workforce Strategy from April 2025	Human Resources Manager
Workforce Strategy	To enable the Council to meet current and future organisational aims and objectives through the recruitment, development, and retention of a well led highly skilled, flexible and motivated workforce supported by well-aligned strategy and processes, and full use of new technology. Incorporate Learning and Development, Apprenticeship, Wellbeing and People Strategy	April 2025	Chief Executive
Review HR Policies in line with rolling policy review schedule	To review HR policies to ensure fit for purpose in line with legislation and best practice	March 2025	Human Resources
<b>Payroll and Job Evaluation</b> Pay Policy	Sets out the Council's approach to remuneration, pay and conditions of employment	March 2024	Payroll and Job Evaluation Manager
<b>Council Property</b> Asset Management Strategy	Adopt and implement the strategies set out in the Asset Management Strategy 2022/25.  Develop specific strategies for key individual premises to include decarbonisation. The strategy should be reviewed regularly and adapted to suit current market influences and changing Council requirements	December 2025 (Regular reviews to be undertaken)	Deputy Chief Executive  Head of Asset Management and Development  Head of Housing



Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Leisure Facilities Strategy	New replacement leisure centre at Bramcote - planning consent, RIBA 4, followed by procurement and construction.	2026/27	Deputy Chief Executive  Managing Director Liberty Leisure Limited
<b>Communications, Cultural and Civic Services</b>  Communications and Engagement Strategy 2023-26	Strategic plan for how the Council will communicate and engage with its stakeholders	2026	Communications, Cultural and Civic Services Manager
<b>Health and Safety</b>  Health and Safety Policy	Statement of intent, responsibilities and actions in respect of all health and safety issues	February 2025 (Reviewed Annually)	Health, Safety and Emergency Planning Manager
Health and Safety Codes of Practice	Provision of practical advice and guidance	Various dates (Reviewed every 3 years of earlier if required)	Health, Safety and Emergency Planning Manager
Safe Systems of Work Procedures	Guidance on safe systems of work and best practice	Ongoing	Health, Safety and Emergency Planning Manager

## 2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

### Finance Services

- Financial Management
  - Manage the finances in an efficient manner such that the Council has sufficient financial resources to enable it to successfully implement its policies and plans.
- Accountancy Services
  - Prepare and monitor the Council's detailed financial plans and pay all creditors and collect all income due to the Council promptly
- Treasury Management and Banking
  - Manage the Council's debt portfolio, investments and banking arrangements, manage the risks associated with these activities and pursue optimum performance consistent with these risks
- Internal Audit
  - A key component of the Council's governance framework to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight. Internal Audit provides independent and objective assurance to the Council on its operations and adds value by assisting management in improving the delivery of the Council's objectives and operations through evaluating and challenging the effectiveness of risk management, control and governance processes
- Fraud and Corruption
  - The Council takes a zero-tolerance approach to fraud and corruption and is committed to establishing a strong anti-fraud and corruption culture. Internal Audit traditionally plays a preventative role in seeking assurances that key controls are in operating effectively to prevent and deter fraud and corruption. This role expanded to include proactive fraud risk assessments; an ongoing detection and preventative audit work programme; and co-ordinating and investigating all non-benefit related cases of suspected financial irregularity, fraud or corruption, in accordance with agreed procedures. Internal Audit is also the key point of contact for participation in National Fraud Initiative (NFI) data matching programmes and similar exercises
- Business Planning and Performance Management
  - Co-ordinate the Council's business planning and performance management framework, including support with the preparation of Business Plans and the suite of performance indicators and targets and the monitoring of these through the performance management system
- Insurance and Risk Management
  - Identify, arrange and monitor insurance requirements (including claims handling) and implement risk management initiatives which minimise the risk of injury or loss to customers, employees and other stakeholders and safeguard the Council's assets
- Procurement and Commissioning
  - Improve the delivery and cost effectiveness of high quality services across the organisation through the promotion of effective, prudent and innovative procurement and commissioning practices

- Grant Aid
  - Process applications for grant aid from voluntary organisations and individuals involved in sports or the arts.

## **Legal Services**

- Legal Services
  - Provide an effective, efficient, experienced and high quality, legal service to all departments in the Council and Members in order to assist in achieving the Council's five corporate priorities
  - Delivers a service in a way that supports the Council's corporate objectives and a 'One Council' approach, making a positive and innovative contribution to enable the Council to achieve its aim and corporate objectives
  - Attend and advise at Planning Committee, Licensing and Appeals, Alcohol and Entertainment Committee and other Council, Cabinet, Committees / Sub-Committees and Panels as required
  - To advise Members and Officers to support the decision making processes of the Authority across all Council functions
  - To ensure the Council and its interests are defended and protected by providing legal and constitutional advice
  - To professionally and competently represent the interests of the Council at external meetings as required, in particular at court
  - To promote and protect the reputation of the Council by ensuring timely and effective legal advice is provided
  - To provide training to Officers and Members as required to support sound decision making and processes are followed

## **Monitoring Officer**

- Annual Constitutional Review
  - To ensure the constitution is kept updated to enable legal compliance and good governance in the Council's decision making to be able to deliver its corporate objectives
  - Work with Officers and Members to ensure compliance with Constitutional requirements, ensure general good governance is adhered to in working practices
  - To promote a culture of equality and transparency
  - To ensure compliance with Employee Code of Conduct and Member Code of Conduct

## **Administrative Services**

- Business Support Services
  - Provide effective administrative support to all service areas within the Council
- Electoral Services
  - To ensure that the Register of Electors is as accurate as possible
  - To ensure that reasonable and facilities are available to enable all electors to vote
  - To ensure that ward and polling district boundaries reflect as far as possible the communities within the borough
  - To ensure that all aspects of registration and elections are carried out in accordance with and meet the standards set by the Electoral Commission

- Information Management (including Freedom of Information; Environmental Information Regulations; Reuse of Public Sector Information; Information Assets and Transparency Code)
  - To ensure that requests for information and re-use of information are dealt with in accordance with statutory deadlines
  - To ensure that the Council's Information Assets Register is up to date
  - To ensure that all information required to be published is on the Council's website
- Land Charges
  - Ensure that the register of Local Land Charges relating to all identifiable properties within the borough maintained by HMLR is updated
  - Provide a comprehensive service to the public and to the conveyancing industry in the supply of Local Land Charge information
- Parking Services
  - To develop and provide an efficient shared off-street parking service with Rushcliffe Borough Council in accordance with the Traffic Management Act 2004
- Surveillance / Security
  - To develop and provide a responsive efficient and cost effective Surveillance /Security service to help tackle crime, disorder, and anti-social behaviour

## **Democratic Services**

- Complaints
  - To coordinate and respond to formal complaints from members of the public about Council services
  - To actively work with Services to incorporate necessary learning to Service procedures
  - To report complaints and learning to Members annually
- Democratic Representation
  - To provide a comprehensive committee administration service to Council, Cabinet, Committees and the public
  - To ensure compliance with the Council's constitution
  - To publish decisions and minutes in accordance with legislative requirements
  - To provide effective advice and support to the Overview and Scrutiny Committee, Officers and as necessary members of the public
- Recording Decision Making
  - To support and enable the decision making processes of the Authority in accordance with legislation
  - Maintain records of decisions taken by Councillors and Officers with delegated responsibility

## **Human Resources**

- Human Resources
  - To ensure that the Council complies with all relevant legislation and supports positive employment practices through the provision of advice, guidance and support on all aspects of HR service delivery relating to terms and conditions of employment, employment law and codes of practice in accordance with corporate aims and objectives
  - To ensure the Council is able to identify the skills needed to deliver services to the community and is able to recruit, retain and develop people with those skills

- To ensure that the Council complies with equalities law and promotes equality and diversity through the delivery of a programme of initiatives which link to the aims of the Council's Equality and Diversity policy and framework and objectives
- Learning and Development
  - To increase learning across the organisation through the delivery of a wide range of corporate learning and development programmes and initiatives which enable employees to successfully deliver efficient and effective services

## **Payroll and Job Evaluation**

- Payroll
  - To ensure the Council's payroll is compliant with all Council and HMRC requirements
- Job Evaluation
  - Management of corporate job evaluation system to maintain a fair and transparent pay and grading process

## **Council Property**

- Estates
  - Manage the Council's land and building assets in an efficient manner to ensure the operational assets are fit for purpose and that the potential for income is maximised where appropriate
  - Contribute effectively to the Council's carbon neutral agenda
  - Provide high quality land and property advice to other council departments
  - Work with the Economic Development Team to meet the Council's over-arching growth agenda

## **Communications, Cultural and Civic Services**

- Civic Services
  - Promote, protect and enhance the Council's reputation
  - Manage the Civic Office and support the role of Mayor
  - To ensure that the Council adheres to appropriate legislation and best practice relating to Civic Services
- Communications
  - Ensure that the Council appropriately, effectively and proactively communicates and engages with its stakeholders
  - Promote, protect and enhance the Council's reputation
  - Manage the Council's website and intranet
  - To ensure that the Council adheres to appropriate legislation and best practice on communications, web, design and print and civic services

## **Health and Safety**

- Health and Safety
  - Promote a positive safety culture and encourage ownership of health and safety responsibilities at all levels by developing appropriate strategies, capturing and reviewing relevant data with a view to identifying improvements and providing advice and guidance where necessary

### 3. MEASURES OF PERFORMANCE AND SERVICE DATA

#### Context – Baseline Service Data

Service Data Description (Pentana Code)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Comments including benchmarking data
Debtor invoices raised (FPData_01)	4,215	4,419	4,477	Value of £6.5m in 2022/23.
Creditor payments made (FPData_02)	13,375	14,200	14,986	Increasing payments being made post-COVID
Insurance claims received (FPData_03)	56	51	42	Excludes non-Council claims received through Claims Portal.
Long-term Debt at 31 March (FPData_04)	£77.3m	£87.1m	£87.6m	£7.4m of PWLB loans due for repayment in 2023/24 moved to 'short-term loans'.
Investments at 31 March (FPData_05)	£16.3m	£19.7m	£12.6m	£8.0m in long term investments with £4.6m in short-term UK banks/building societies and Money Market Funds.
Purchase Orders raised (FPData_06)	5,431	6,265	7,089	Completed and outstanding orders.
Works and Goods and Services contracts identified on the Contracts Register (FPData_07)	110	109	116	These contracts cover an equivalent annual spend of over £10.8m (as at May 2023)
Grant applications processed from voluntary organisations (FPData_08)	26	33	37	Excludes grant aid requests from parish councils.
Section 106 Agreements completed (DSdata_10)	2	6	12	Links to Business Growth Objective.
Contracts completed (LADData_11)	18	14	12	Links to Business Growth Objective.
Council house sales completed (LADData_13)	16	19	27	Houses and flats sold under Right to Buy Scheme. Links with Housing Objective.
Number of matters issued in the Magistrates Court (LADData_14)	2	1	1	Links with Community Safety objective.
Numbers of matters issued in County Court (including Money claims/Sundry Debt ) (LADData_15)	8	12	14	Legal Services will only be instructed when the claim needs to be issued in Court via Money Claims Online. The number of money claims/sundry debt claims submitted have significantly reduced due to Legal Services only issuing on claims for non-payment of Leasehold charges.

<b>Service Data Description (Pentana Code)</b>	<b>Actual 2020/21</b>	<b>Actual 2021/22</b>	<b>Actual 2022/23</b>	<b>Comments including benchmarking data</b>
Number of general enquiries dealt with (Legal) <b>(LADData_24)</b>	97	117	99	New Service Data measure from April 2022.
Number of commercial leases completed <b>(LADData_25)</b>	8	8	10	New Service Data measure from April 2022
Land Charges searches processed <b>(LADData_02)</b>	622	652	479	A slowing-down in the housing market reduced the number of searches processed in 2022/23.
Personal Land Charges searches processed <b>(LADData_03)</b>	1,782	2,050	1,659	The reduction in the number of personal searches in 2022/23 reflects the reduction in the number of official searches processed.
Freedom of Information requests <b>(LADData_07)</b>	742	782	1,160	
Number of Subject Access Requests <b>(GSDData_02)</b>	195	177	133	
Number of tickets issued by off-street car park pay and display machines <b>(PMDData_01)</b>	297,960	472,529	518,843	Car parking occupancy and turnover continue to recover at a steady rate post pandemic.
Number of off-street charge notices issued <b>(PMDData_03)</b>	1,212	1,387	1,214	Off-street charge notices were reduced due to reduced resources.
Number of chargeable parking spaces <b>(PMDData_04)</b>	704	661	661	The number of spaces remains static.
Net Cost of the Car Parking Service <b>(PMLocal_01)</b>	£201.7k	£65,919	£38,750	Income is continuing to increase steadily post pandemic.
Complaints determined by Ombudsman <b>(LADData_08)</b>	11	10	13	
Number of public committee meetings held <b>(GSDData_01)</b>	73	76	63	Public meetings reduced due to a move to a Cabinet system, which in turn increased the number of non-public meetings.
Compensation awarded - Stage 1 Complaints <b>(GSDData_03)</b> (New)	£0	£100	£980	Stage 1 complaints in: <ul style="list-style-type: none"> <li>• 2020/21 = 365</li> <li>• 2021/22 = 244</li> <li>• 2022/23 = 302</li> </ul>
Compensation awarded - Stage 2 Complaints <b>(GSDData_04)</b> (New)	£2,560	£736	£1,810	Stage 2 complaints in: <ul style="list-style-type: none"> <li>• 2020/21 = 59</li> <li>• 2021/22 = 41</li> <li>• 2022/23 = 73</li> </ul>
Compensation awarded - Stage 3 (Ombudsman) Complaints <b>(GSDData_05)</b> (New)	£200	£1,050	£300	There was a backlog of ombudsman complaints in 2022/23 that will show in the 2023/24 figures.

<b>Service Data Description (Pentana Code)</b>	<b>Actual 2020/21</b>	<b>Actual 2021/22</b>	<b>Actual 2022/23</b>	<b>Comments including benchmarking data</b>
Average learning days per employee <b>(HRData_01)</b>	1.9	1.1	1.1	Some staff on furlough in 2021/22 due to the pandemic. Limited face to face training was provided, but some virtual training courses provided. Data for agency staff is not recorded on the Broxtowe Learning Zone system.
Training sessions attended by members <b>(HRData_01a)</b>	11	34	25	Records indicate Committee Training meetings, online webinars hosted by Local Government Association and East Midlands Councils. E-learning courses were completed voluntarily.
Work experience placements provided <b>(HRData_02)</b>	0	5	11	Placements offered were:- <ul style="list-style-type: none"> <li>• 2x Planning WE</li> <li>• 3x children of staff</li> <li>• 1x NUASt academy</li> <li>• 4x Legal (1 from MK and 3 from Fernwood)</li> <li>• 1 x Finance (Fernwood)</li> </ul>
Applications received for vacancies <b>(HRData_05)</b>	879	724	609	Underlines the importance of attracting people with the right skills to work for Broxtowe. In many areas there are skill shortages and difficulties in recruiting.
Applications received electronically <b>(HRData_06)</b>	879	724	609	All applications were received online since 2021/22.
Applications received in the post <b>(HRData_07)</b>	2	0	0	Reduction in postal applications is a positive development.
Permanent appointments <b>(HRData_08)</b>	34	57	37	Figures for 2021/22 are inflated most likely due to the COVID-19 pandemic.
Permanent leavers <b>(HRData_09)</b>	41	72	49	Figures for 2021/22 are inflated most likely due to the COVID-19 pandemic.
Temporary appointments (excluding relief positions) <b>(HRData_10)</b>	10	8	13	
Apprentices in post at 31 March <b>(HRData_24)</b>	5	8	7	At 31 March 2023 there were 7 Apprentices in post, including <ul style="list-style-type: none"> <li>• Finance Services</li> <li>• Grounds Maintenance</li> <li>• Housing Services x2,</li> <li>• Legal Services</li> <li>• Mechanic</li> <li>• Senior Leader</li> </ul>



<b>Service Data Description (Pentana Code)</b>	<b>Actual 2020/21</b>	<b>Actual 2021/22</b>	<b>Actual 2022/23</b>	<b>Comments including benchmarking data</b>
Broxtowe Learning Zone courses available (HRData_25)	64	64	70	Data on courses under review and, or not yet launched is not included.
Broxtowe Learning Zone courses completed (HRData_26)	4,692	6,552	5,186	BBC incl. agency = 4,478 Liberty Leisure Limited = 708
Staff working beyond age of 65 (HRData_16)	16	20	22	Increased by 27% in the last 3 years.
Top 5% of earners who are women (PJEData_01)	37.5%	33.3%	44.0%	National figure for local authorities is 49.4% (2018/19)
Top 5% of earners from ethnic minority communities (PJEData_02)	4.76%	9.52%	9.09%	Not all employees declare National figure for local authorities is 7.1% (2018/19)
Top 5% of earners with a disability (PJEData_03)	10.00%	10.00%	9.09%	Not all employees declare they have a disability. National figure for local authorities is 2.1% (2018/19)
Number of commercially available Industrial Units (CPData_01)	62	62	42	1 going through a letting 1 is let on licence but needs roof repairs 1 void due to repossession due to rent arrears
Property Assets excluding HRA (CPData_02)	148	148	141	
Asset Value of Council Property excluding HRA (CPData_03)	28.8m	31.0m	31.3m	Property defined as land and buildings
Number of commercially available Retail Units (CPData_04)	16	16	20	<u>Beeston Square Phase 1</u> <ul style="list-style-type: none"> <li>• 15 units</li> <li>• Argos block split into two units (GF/1st Floor)</li> </ul> <u>Beeston Square Phase 2</u> <ul style="list-style-type: none"> <li>• 5 Units (including cinema)</li> </ul> <u>Vacant</u> <ul style="list-style-type: none"> <li>• Unit 33/34 GF</li> <li>• Unit 34a 1st floor</li> <li>• Unit 36 vacant</li> <li>• Unit 36a 1st Floor</li> <li>• Unit 38 vacant</li> <li>• Unit 10-15 vacant (Wilko)</li> </ul>
Number of commercially available Business Hub Units (CPData_05)	2	2	2	Beeston Hub Stapleford Hub was completed in 2020/21

<b>Service Data Description (Pentana Code)</b>	<b>Actual 2020/21</b>	<b>Actual 2021/22</b>	<b>Actual 2022/23</b>	<b>Comments including benchmarking data</b>
Online transactions (CCCSLocal_01)	484,040	491,429	390,751	Greater promotion of direct debits for housing tenants and changes to how some services are delivered has seen a decrease in online transactions.
Social media reach (CCCSData_02)	2,354,645	1,715,277	1,040,764	There was no election in 2022/23 so there was a reduced amount of Facebook advertising which resulted in a lower reach.
Email Me subscribers (CCCSLocal_03)	23,375	25,730	27,712	Excludes internal subscribers e.g. Members and employees
Mayoral visits (CCCSData_01)	277	204	244	
No. of accidents (H&SData_02)	33	35	37	23 accidents in 2023/24 (April to September).
No. of reportable accidents (H&SData_03)	3	4	7	

## CRITICAL SUCCESS INDICATORS (CSI)

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

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

## OTHER PERFORMANCE INDICATORS

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

### Key Performance Indicators (KPI)

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	96.5%	97.5%	96.2%	98%	98%	98%	Head of Finance Services

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	75.2%	86.7%	85.4%	90%	90%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year (FPLocal_03)	89%	92%	68%	90%	90%	90%	Chief Audit and Control Officer Outturn for 2022/23 was negatively impacted by a vacancy within the Internal Audit team.
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	90%	90%	98%	95%	95%	95%	Chief Audit and Control Officer and Procurement and Contracts Officer Due to the pandemic, strategic decisions were taken to roll-on some existing low value contracts, instead of retendering. Focus was on carrying out robust procurement exercises on the high value strategically critical contracts.
Full registration of unregistered deed packets with Land Registry (LSLocal_01)	-	52	198	192	192	192	The Land Registry's target to register all government owned land is December 2025. Legal Services aim to achieve to register 16-20 applications a month.
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (LSLocal_02)	-	-	100%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Review of data and improvement of process during 2023/24. Methodology applied to earlier data calculations and shows achieved 100% in 2022/23.

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Review and advise on contract within 10 working days from receipt of full instruction (LSLocal_03)	-	-	80%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
First draft of commercial lease completed within 10 working days from receipt of full instruction (LSLocal_04)	-	-	100%	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Review of data and improvement of process during 2023/24. Methodology applied to earlier data calculations and shows achieved 100%.in 2022/23.
Individually registered electors in the borough (ES_S1.2)	85,744	84,226	84,554	85,500	85,500	85,500	Head of Administrative Services
Freedom of Information requests replied to within 20 working days (LALocal_12)	96.3%	96.0%	96.8%	85%	85%	85%	Head of Administrative Services National target set by the Information Commissioners' Office is for 85% of Freedom of Information requests to be replied to within 20 working days.  Requests in time by year: <ul style="list-style-type: none"> <li>• 2020/21 = 712 of 742</li> <li>• 2021/22 = 838 of 872</li> <li>• 2022/23 = 1,125 of 1,160</li> </ul>
Subject Access Requests responded to within one month (GSLocal_001)	100%	100%	100%	100%	100%	100%	Head of Administrative Services

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Complaints acknowledged within the specified time (LALocal_04)	98%	*100%	*100%	*100%	*100%	*100%	Head of Democratic Services and Deputy Monitoring Officer  <i>*Acknowledgements to be made in five working days from May 2021 in accordance with legislation.</i>
Members attending training opportunities as a percentage of the whole (GSLocal_002)	-	-	68%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer  New performance indicator 2022/23 no comparable previous data.
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	-	100%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer  New performance indicator 2022/23 Legislative requirement for Cabinet Model.
The number of Call-Ins following Cabinet decisions responded to in full within legislative timescale (GSLocal_007)	-	-	No Call Ins	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer  New Performance indicator 2022/23 Legislative requirement for Cabinet Model.
Level of Equality Framework for Local Government to which the Council conforms (BVPI 21)	Ach.	Ach.	Ach.	Ach.	Ach.	Exc.	Ach.= Achieving Exc.= Excellent

<b>Indicator Description (Pentana Code)</b>	<b>Achieved 2020/21</b>	<b>Achieved 2021/22</b>	<b>Achieved 2022/23</b>	<b>Target 2023/24</b>	<b>Target 2024/25</b>	<b>Future Years</b>	<b>Indicator Owner and Comments (incl. benchmarking)</b>
Employees declaring that they meet the Equality Act 2010 disability definition <b>(BVPI 16a)</b>	6.9%	7.0%	7.0%	8.5%	9.0%	9.0%	Human Resources Manager Improvement on the previous year. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters. Not all employees declare a disability.
Ethnic minority representation in the workplace <b>(BVPI 17a)</b>	8.2%	7.7%	8.7%	9%	10%	10%	The census data for 2021 indicates that 11.1% of the Borough's population considers themselves to be from an ethnic background.
Annual employee turnover <b>(HRLocal_06)</b>	5.1%	15.8%	11.4%	12.0%	12.0%	12.0%	Human Resources Manager 13% for local authorities in England 2018/19.
Employees qualified to NVQ Level 2 and above <b>(HRLocal_07)</b>	86%	87%	87%	88%	88%	88%	Human Resources Manager Positive increase on previous year
Industrial Units vacant for more than 3 months <b>(CPLocal_01)</b>	0%	1.0%	6%	5%	5%	5%	Estates Manager 1 unit was vacant for more than 3 months due to prospective tenant pulling out at a late stage and then having to relet.
Industrial Unit tenants with rent arrears <b>(CPLocal_02)</b>	2.0%	10.0%	7.1%	5%	5%	5%	Estates Manager In 2022/23 there were 3 industrial units with arrears out of 42.

<b>Indicator Description (Pentana Code)</b>	<b>Achieved 2020/21</b>	<b>Achieved 2021/22</b>	<b>Achieved 2022/23</b>	<b>Target 2023/24</b>	<b>Target 2024/25</b>	<b>Future Years</b>	<b>Indicator Owner and Comments (incl. benchmarking)</b>
Beeston Square Shops vacant for more than 3 months % <b>(CPLocal_05)</b>	19.0%	5.0%	22.0%	0%	<6%	<6%	Estates Manager 5 units out of 20 vacant (includes long term void of Argos block). Expected outturn 2023/24 = 25%
Occupancy of Business Hub Units - Beeston <b>(CPLocal_08a)</b>	-	-	90%	85%	85%	85%	Head of Asset Management and Development New Performance Indicator 2022/23. Occupancy at quarter 2 2023/24 = 78%
Occupancy of Business Hub Units - Stapleford <b>(CPLocal_08b)</b>	-	-	100%	85%	85%	85%	Head of Asset Management and Development New Performance Indicator 2022/23. Occupancy at quarter 2 2023/24 = 78%
Online transactions <b>(CCCSLocal_01)</b>	484,040	447,999	390,751	400,000	400,000	400,000	Communications, Cultural and Civic Services Manager
Social media reach <b>(CCCSLocal_02)</b>	2,354,645	1,715,277	1,040,764	1,200,000	1,300,000	1,400,000	Communications, Cultural and Civic Services Manager
Email Me subscribers <b>(CCCSLocal_03)</b>	23,375	25,730	27,712	29,000	31,000	33,000	Communications, Cultural and Civic Services Manager
Employees who are aware of the Council's vision and long term goals <b>(CCCSLocal_04)</b>	68%	78%	77%	77%	80%	82%	Communications, Cultural and Civic Services Manager Figure for 2023/24 is actual as the survey has already taken place.
Employees who feel informed <b>(CCCSLocal_05)</b>	57%	53%	62%	67%	70%	72%	Communications, Cultural and Civic Services Manager Figure for 2023/24 is actual as the survey has already taken place.



Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Residents who feel the Council listens to them (CCCSLocal_06)	54%*	50%*	27%* (27% <i>disagreed or strongly disagreed</i> )	22%* (32% <i>disagreed or strongly disagreed</i> )	25%	30%	Communications, Cultural and Civic Services Manager * In 2020/21 and 2021/22 the answer to this question was 'yes or no'. From 2022/23 the options were broadened to very satisfied, satisfied, neutral, dissatisfied and very dissatisfied.
Residents who are satisfied or very satisfied with the services the Council provides (CCCSLocal_07)	64%	65%	65%	66%	68%	70%	Communications, Cultural and Civic Services Manager
Residents who are satisfied or very satisfied with the Borough as a place to live (CCCSLocal_08)	73%	76%	76%	77%	78%	80%	Communications, Cultural and Civic Services Manager

### Management Performance Indicators (MPI)

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Insurance - Achieve a 5% reduction in claims when compared to the average claims in the last five years (FPLocal_06)	56	51	37	49	47	44	Chief Audit and Control Officer
Insurance - Claims closed over a three year period settled at nil cost to the Council (FPLocal_07)	49%	83%	78%	50%	50%	50%	Chief Audit and Control Officer

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Internal Audit - Planned audits of key financial systems completed in year (FPLocal_12)	70%	56%	80%	100%	100%	100%	Chief Audit and Control Officer Outturn for 2021/22 and 2022/23 was negatively impacted by a vacancy within the Internal Audit team and prioritising higher-risk audits that remained outstanding following the disruption caused by the COVID-19 pandemic. The vacancy was filled from August 2022. A completion of 100% is anticipated for 2023/24.
Internal Audit - Timeliness of reporting from completion of the audit to distribution of draft report (working days) (FPLocal_13)	n/a	3	4	10	10	10	Chief Audit and Control Officer Baseline year is 2021/22
Internal Audit - Actions implemented as agreed by management (beyond the follow-up period) (FPLocal_14)	n/a	73%	98%	90%	90%	90%	Chief Audit and Control Officer Baseline year is 2021/22
Percentage of Templates and Precedents reviewed in Case Management System annually (LALocal_15)	-	-	90%	50%	90%	90%	Head of Legal Services and Deputy Monitoring Officer Performance Indicator introduced 2022/23 – Documents are to be reviewed annually
Percentage of Instruction Pro-Formas fully completed and received from Client Departments for new legal service instructions (LALocal_16)	-	-	90%	90%	90%	90%	Head of Legal and Deputy Monitoring Officer Performance Indicator introduced 2022/23

<b>Indicator Description (Pentana Code)</b>	<b>Achieved 2020/21</b>	<b>Achieved 2021/22</b>	<b>Achieved 2022/23</b>	<b>Target 2023/24</b>	<b>Target 2024/25</b>	<b>Future Years</b>	<b>Indicator Owner and Comments (incl. benchmarking)</b>
Percentage of applications For Registration processed within 5 working day <b>(ES_S1.5)</b>	-	-	100%	Baseline Year	95%	95%	Head of Administrative Services New Performance Indicator 2023/24
Percentage of applications Change of Address forms processed within 5 days of the Date of Move <b>(ES_S1.7)</b>	-	-	100%	Baseline Year	100%	100%	Head of Administrative Services New Performance Indicator 2023/24
Complaints determined by the Local Government/ Housing Ombudsman against the Council <b>(LALocal_07)</b>	6	4	6	0	0	0	Head of Democratic Services and Deputy Monitoring Officer The Ombudsman may investigate any enquiry received as a complaint made against the Council.
Formal Complaints dealt with internally <b>(LALocal_06)</b>	59	37	153	0	0	0	Head of Democratic Services and Deputy Monitoring Officer Number of stage 2 complaints increased during 2020/21. No single reason for the increase, some can be attributed to service disruption due to the pandemic.
Minutes published on the Council's Website within 10 working days of the meeting. <b>(GSLocal_004)</b>	N/A	100%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer Indicator introduced in 2020/21
The number of challenges to the accuracy of minutes <b>(LALocal_09)</b>	1	0	0	0	0	0	Head of Democratic Services and Deputy Monitoring Officer

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Decisions for Council meetings published to Officers within 3 working days of the meeting (GSLocal_005)	N/A	100%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer Indicator introduced in 2020/21
Number of Councillors adopting e-Agenda use at Committee meetings (GSLocal_008) (New)	-	-	-	-	11	22	Head of Democratic Services and Deputy Monitoring Officer New performance indicator from 2024/25 With a view of all existing Members being able to adopt E-Agendas by May 2027.
Job applications received from ethnic minorities (HRLocal_01)	27.0%	19.3%	25.6%	30%	30%	30%	Human Resources Manager
Appointments from ethnic minority groups (HRLocal_02)	31.3%	12.8%	30.6%	21%	21%	21%	Human Resources Manager
Applications received from self-declared disabled people (HRLocal_03)	5.08%	5.69%	9.93%	12%	12%	12%	Human Resources Manager Increase from 2020/21. However not all applicants self-declare as having a disability
Appointments from self-declared disabled applicants (HRLocal_04)	7.84%	4.88%	10.00%	10%	10%	10%	Human Resources Manager Decreasing however not all applicants self-declare as having a disability.
Work experience opportunities offered (JBGLocal_01)	0	5	5	20	20	20	Human Resources Manager Due to the COVID Pandemic quarter 4 2021/22 was the first time Work Experience placements were able to be offered since the pandemic.

<b>Indicator Description (Pentana Code)</b>	<b>Achieved 2020/21</b>	<b>Achieved 2021/22</b>	<b>Achieved 2022/23</b>	<b>Target 2023/24</b>	<b>Target 2024/25</b>	<b>Future Years</b>	<b>Indicator Owner and Comments (incl. benchmarking)</b>
Apprentice positions offered <b>(JBGLocal_02)</b>	6	7	5	7	7	7	Human Resources Manager Mixture of directly recruited and internal apprenticeships during 2021/22.
Staff Satisfaction at being led by managers <b>(HRLocal_09)</b>	78%	82%	84%	100%	100%	100%	Human Resources Manager Result from staff survey that represents an average of five questions about Line Manager
Staff level of trust and confidence in their managers <b>(HRLocal_10)</b>	57%	65%	63%	100%	100%	100%	Human Resources Manager Result from staff survey. Specific question referred to GMT and the figure represents positive response – does not include negative answers
Extent to which employees feel that the Council is committed to equality and values diversity <b>(HRLocal_11)</b>	79%	86%	84%	100%	100%	100%	Human Resources Manager Result from staff survey
Staff receiving an annual appraisal <b>(HRLocal_12)</b>	81%	77%	79%	100%	100%	100%	Human Resources Manager
Staff who have undertaken equality and diversity training (i.e. current validation) <b>(HRLocal_13)</b>	96%	92%	99%	100%	100%	100%	Human Resources Manager Majority of the training is provided by Broxtowe Learning Zone online

<b>Indicator Description (Pentana Code)</b>	<b>Achieved 2020/21</b>	<b>Achieved 2021/22</b>	<b>Achieved 2022/23</b>	<b>Target 2023/24</b>	<b>Target 2024/25</b>	<b>Future Years</b>	<b>Indicator Owner and Comments (incl. benchmarking)</b>
Gender Pay Gap (PJELocal_01)	3.59%	6.06%	3.66%	3%	3%	3%	Payroll and Job Evaluation Manager Based on the most up to date information from the GOV.UK website, the highest mean gender pay gap for a local authority in Nottinghamshire is 6.9% with the lowest being - 3.5%.
Managers who have received Mental Health Awareness Training (over a three year period) (HRLocal_15)	0%	0%	100%	100%	100%	100%	Human Resources Manager 14 managers received the Mental Health Awareness.
No of days lost as a result of work related stress (HRLocal_16)	347	162	102	150	150	150	Human Resources Manager
Employees who have completed on-line code of conduct training (HRLocal_19)	88.5%	93.2%	85.8%	100%	100%	100%	Human Resources Manager Training is provided by Broxtowe Learning Zone online and through tool box talks for frontline employees.
Employees who are aware of the values (CCCSLocal_09)	90%	93%	90%	92%	95%	95%	Communications, Cultural and Civic Services Manager
Employees who understand how the Council's vision and values relate to the work they do (CCCSLocal_10)	77%	83%	81%	83%	85%	85%	Communications, Cultural and Civic Services Manager

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

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council’s Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 ‘Link Key Tasks and Priorities for Improvement to the Financial Budgets’.
- Please identify new ‘**commercial activities**’ in the comments column.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce draft statement of accounts in accordance with statutory deadlines <b>FP2023_07</b>	Final draft accounts to be produced for external auditors to scrutinise by end of May	None	Head of Finance Services May 2024	Use of additional interim support as previously agreed by Finance and Resources Committee on 10 October 2019.
Review the Civica Pay/ ICON System <b>FP2023_02</b>	Resolve technical issues in respect of Civica Pay / ICON system and bank reconciliation modules.  Procurement exercise in advance of new contract in September 2024	Civica  ICT and Business Transformation team  New contract may be tendered through a procurement framework	Head of Finance Services  Chief Accountant  September 2024	Resourcing of service.  Opportunities for efficiencies through improved operation of the system.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review and update the Housing Revenue Account 30-Year Business Plan and to develop a medium-term financial strategy (MTFS) for the HRA <b>FP2427_01</b> (New)	Internal review of the HRA 30-Year Business Plan last updated in 2023/24.  Development of a new MTFS for the HRA to bridge the gap between the annual budget and long-term business plan.	External consultants as required	Head of Finance Services  Chief Accountant  December 2024	Resourcing of service.  Ensure that capital investment opportunities through the Housing Delivery Programme and regular capital repairs and refurbishment programmes continue to be affordable and sustainable for the HRA.
Review and enhance the Council's contract management framework across the Council <b>FP2326_02</b>	Review of the corporate contract management framework to include performance management arrangements and reporting.	Internal (including Legal Services, Housing and Asset Management)	Chief Audit and Control Officer  Procurement and Contracts Officer  March 2025	Further opportunities for savings and efficiencies may be achieved through effective contract management.
Review and update the Council's Risk Management Strategy <b>FP2326_03</b>	Present an updated Risk Management Strategy to Governance, Audit and Standards Committee for approval and adoption.	Internal (including GMT)	Strategic Risk Management Group  Head of Finance Services  June 2024	Opportunities for savings and efficiencies may be achieved through effective risk management.
Progressing the completion of First Registration of Council owned land <b>LA1821_02</b>	Achieve 100% registration of unregistered Council land by December 2025	Land Registry  Planning and Regeneration Team  Legal Officers	Head of Legal and Deputy Monitoring Officer  December 2025	Land Registry backlog may affect timescales with the applications being processed and registered. No impact on the submission of applications.



Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Transfer of land charges function to Land Registry <b>DEM1518_02</b>	Fully electronic register and successful transfer to HM Land Registry		Head of Administrative Services December 2023	The Council will receive New Burdens Funding for the ongoing maintenance of the Land Charges Register. The level of funding has not yet been confirmed. Income from CON29 enquiries will continue. Delayed for technical reasons.
Community Governance Review – (Phase 2) <b>DEM1518_01</b>	Revision of parish boundaries so that existing anomalies are removed wherever possible	Parish/Town Councils	Head of Administrative Services November 2024	Work commenced in November 2023 focussing on parishes in the north of the borough. Any changes to boundaries will be effective for the elections in May 2027.
Roll out phase 2 of the committee management system <b>DEM1922_01</b>	More efficient and effective production and distribution of agendas and improved website information	Working with Mod Gov external provider, internally with ICT and all report writers.	Head of Democratic Services and Deputy Monitoring Officer February 2024	Programme in development to produce reports internally through the management system Within existing budget.
Roll out phase 3 of the committee management system <b>DEM2427_01</b> (New)	Introduce paper light Committee meetings by using e-Agendas	Working with Mod Gov external provider, internally with ICT and all report writers.	Head of Democratic Services and Deputy Monitoring Officer October 2024	Reduction in printing, postage and printing costs for Agendas. Within existing budget.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implementation of a new Complaint Policy <b>DEM2427_02</b> (New)	A new Complaint Policy is adopted by April 2024, to achieve compliance with the requirements set by the Joint Complaint Handling Code from the Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO).	Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO) Officers and Members	Head of Democratic Services and Deputy Monitoring Officer Complaints Officer April 2024	Currently within existing budget although the new Complaint Policy may result in the reporting of more service dissatisfaction being escalated to be responded to via the Corporate Complaints Policy.  Resource implications will be monitored.
Complaint Handling Annual Self-Assessment Form <b>DEM2427_03</b> (New)	The Complaint Handling Annual Self-Assessment form be completed and published by April 2024 as recommended by the Joint Complaint Code. From April 2025 to update the annual self-assessment as required by the Joint Complaint Code.	Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO) Officers and Members	Head of Democratic Services and Deputy Monitoring Officer Complaints Officer April 2024	Within existing budget
75% of Managers at Broxtowe to be offered neurodiversity training <b>HR2225_02</b>	Managers are more skilled at managing employees with neurodiverse conditions	A suitable provider will be found within financial standing orders	Human Resources Manager December 2023	Within existing corporate training budget
Review, streamline and simplify the application and recruitment process <b>HR2225_06</b>	Increase numbers of applications for jobs at Broxtowe	N/A	Human Resources Manager July 2023	Fewer unfilled vacancies will reduce agency costs

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement a rolling schedule of HR policy reviews <a href="#">HR2225_07</a>	Ensure the HR policy suite is up to date and fit for purpose	Policies are amended in consultation with LJCC and Unions	Human Resources Manager March 2024	The aim is to reduce the number of policies and consolidate relevant policies to make the process more efficient and less bureaucratic
Review the People Strategy 2020/24 <a href="#">HR2326_01</a>	Review the People Strategy and incorporate it into the Organisational Development Strategy	N/A	Human Resources Manager April 2025	First draft has been prepared. This will be incorporated into the new Workforce Strategy due to be completed in 2024/25
Review the Grievance Policy <a href="#">HR2427_01.1</a> (New)	To facilitate the process for employees to raise grievances and to ensure that problems arising during employment can be resolved in a timely manner	Trade Unions	Human Resources Manager June 2024	
Family Friendly Policies <a href="#">HR2427_01.2</a> (New)	Amalgamate all Family Friendly Policies (Maternity/Paternity etc.)	Trade Unions	Human Resources Manager June 2024	Reduce turnover, retain employees
Compassionate Leave Policy <a href="#">HR2427_01.3</a> (New)	Review existing policy in order to support employees	Trade Unions	Human Resources Manager August 2024	
Carers In Employment <a href="#">HR2427_01.4</a> (New)	Review foster parent support arrangement or employees with Disabled children or dependents	TBC	Human Resources Manager October 2024	Promote fostering as a contribution to Corporate parenting

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Armed Forces Covenant <a href="#">HR2427_01.5</a> (New)	Achieve Gold Award Status	TBC	Human Resources Manager June 2025	
Implement the replacement asset management plan for 2022 to 2025 <a href="#">CP2023_01</a>	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager March 2025	Report to Cabinet at regular intervals on progress
Introduce effective management and ICT systems in the Estates Team <a href="#">CP2124_01</a>	Readily available information on a day to day basis to enable efficient estate management	Working with Legal, ICT, Economic Development, Commercial Manager	Estates Manager December 2024 - subject to business case approval	Cost of any required software upgrades, possible use of external valuers to assist with asset valuations. Business case to be provided December 2023
Maximise commercial revenue from Beeston Square <a href="#">CP2225_01</a>	Ensure the development income exceeds borrowing costs and provides a revenue income stream for the Council	Working with legal, Income, Economic Development, Commercial Manager and some external input	Estates Manager March 2024	Income generating but may require some expenditure on external advice
Energy Efficiency Schemes <a href="#">CP2326_01a</a>	To achieve Carbon Neutral on all Commercial premises and to be EPC level C or above	Faithful and Gould are providing feasibility on the Council's four principle assets.  Submit Bids for various grants opportunities	Head of Asset Management 2027 in line with Council Net Zero Target	Procure EPC data for all Housing Stock. £100k budget approved by Cabinet in July 2022. Service being provided by consultant.

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

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

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

## 5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

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

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

## 6. SUMMARY OF KEY RISKS

Priority leaders have identified three strategic risks for the Business area and ensured that these are considered in the Council's Strategic Risk Register

Key Strategic Risk	Action to be taken or required to mitigate/minimise the risk or threat
Failure to obtain adequate resources to achieve service objectives	Regular updating of Medium Term Financial Strategy and pursuing actions within various strategies including Procurement and Commissioning Strategy, Capital Strategy and Asset Management Strategy.
Failure of financial management and/or budgetary control	Production of monthly budgetary control reports (revenue, including salaries, and capital) plus reviews of key financial systems and Internal Audit scrutiny.
Not complying with legislation	Interpreting and advising on the application of all new legislation and using external support (specialists, professional bodies, networks etc.) where appropriate
Inability to attract or retain key individuals or groups of staff	Review reasons why staff are leaving and seek ways to minimise any impact. Collate and analyse additional data from those employees leaving the organisation.
High levels of sickness absence	Regular review of sickness absence levels at senior level ensuring Council processes are followed. Additional training provided through Broxtowe Learning Zone and review of Attendance Management Policy.
Failure to recruit to certain skill shortage occupations	Review of pay scales; use of market supplements; more use of apprenticeships to grow our own skills; training, development and succession planning
Natural disaster or deliberate act which affects major part of the authority	Reviewing, testing and updating various plans

The top five risks (strategic or operational) arising from the key tasks and priorities for improvement have also been identified. As part of the project planning process for each key task detailed risk analyses will be undertaken and mitigation actions identified. It is anticipated that there will be 'common themes' identified that are covered by Strategic Risks.

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Produce draft statement of accounts in accordance with statutory deadlines <a href="#">FP2023_07</a>	Staff absences or other work demands impacting on ability to meet deadlines	Yes – Risks 7 and 8 (see below)	Final accounts timetable re-written and tasks brought forward where possible



Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Progressing the completion of First Registration of Council owned land <b>LA1821_02</b>	Could result in encroachment by third parties, necessitating legal action to remove them and potential consequential cost implications	Yes - Risks 1, 2, 3, 14 and 20	Register all unregistered land asap.  Closely monitor progress of first registration plan
Transfer of land charges function to Land Registry <b>DEM1518_02</b>	It is unlikely that funding from the Government will cover the loss of income	Yes – Risk 2	Include within Medium Term Financial Strategy
Roll out phase 2 of the committee management system <b>DEM1922_01</b>	Mod Gov/ ICT issues could result delays in implementation.  Unauthorised Officers having access to restricted reports  Users not being trained sufficiently to maximise use of the system and achieve the anticipated benefits	Yes – Risk 1, 2, 10, 22	Implementation plan including testing and training report writers  Setting up appropriate restrictions to exempt reports for Officers who need access
Roll out phase 3 of the committee management system <b>DEM2427_01 (New)</b>	Mod Gov/ ICT issues could result delays in implementation  Users not being trained sufficiently to maximise use of the system and achieve the anticipated benefits	Yes - Risk 1,2, 10,19,20	Implementation plan including testing and training Members  Closely monitor progress of implementation
Implementation of a new Complaint Policy <b>DEM2427_02 (New)</b>	Insufficient training developed and rolled out to ensure all relevant employees understand and comply with the new requires of the Complaint Policy	Yes - Risk 1, 2,7, 19,20	Implementation plan including developing compulsory BLZ course and further training for all relevant employees, including this training in the employee induction programme

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Complaint Handling Annual Self-Assessment Form <b>DEM2427_03</b> (New)	Failure to comply with legislation could result in Complaint Handling Failure Orders being issued by the Housing Ombudsman and findings being published against the Council.  Damage to reputation of the Council and harm to Service Users	Yes - Risk 1, 2, 7, 19, 20, 21	Implementation plan including consultation and training.  Keep a detailed log of how complaints are handled and learning reviewed and reported to Members annually
Energy Efficiency Schemes <b>CP2326_01a</b>	Energy efficiency of Council assets does not enable Carbon Neutral to be achieved	Yes – Risk 24	Undertake a review of current Energy Efficiency data to devise an action plan
Delivery of Communications and Engagement Strategy <b>CCCS2326_01</b>	Negative impact on the Borough and services.	Yes – Risk 20	Review of pay scales; use of market supplements; more use of apprenticeships to grow our own skills; training, development and succession planning
Develop a management system to manage Asbestos and Fire Registers for the Council <b>H&amp;S2427_01</b> (New)	None-compliance with legislation could result in harm to service Users and Officers, damage to reputation and financial penalties	Yes - Risk – 7, 21	The management system will enable compliance to be monitored and identify works required
Devise a Health and Safety management framework and process to review procedures and compliance, to include site visits, regular reviews, assessments and feedback <b>H&amp;S2427_02</b> (New)	None-compliance with legislation could result in harm to service Users and Officers, damage to reputation and financial penalties	Yes - Risk 1, 7 and 21	The system will enable Health and Safety is discussed on a regular basis to ensure the Council operations are conducted safety.

Risks as extracted from the Strategic Risk Register as at February 2024:

- Risk 1:** Failure to maintain effective corporate performance management and implement change management process
- Risk 2:** Failure to obtain adequate resources to achieve service objectives
- Risk 3:** Failure to deliver the HRA Business Plan
- Risk 7:** Not complying with legislation
- Risk 8:** Failure of Financial Management and/or budgetary control and to implement agreed budget decisions
- Risk 10:** Failure of key ICT systems
- Risk 14:** Failure to provide housing in accordance with the Local Development Framework
- Risk 19:** High levels of sickness
- Risk 20:** Inability to recruit and retain staff with required skills and expertise to meet increasing demands and expectations
- Risk 21:** Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.
- Risk 22:** Unauthorised access of data
- Risk 24:** Failure to achieve commitment of being carbon neutral for the Councils own operations by 2027

The latest Strategic Risk Register is available in full at  
<https://intranet.broxtowe.gov.uk/finance/risk-management/>