

BUSINESS GROWTH BUSINESS PLAN 2024–2027

This Business Plan details the projects and activity undertaken in support of the Broxtowe Borough Council Corporate Plan priority of **Business Growth**.

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

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

The Council's Vision for Broxtowe is '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**

The Council's Priorities and Objectives for Business Growth are 'Invest in our towns and our people':

- Develop and Implement Area Regeneration
- Support Business Employment, Skills and Connectivity

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"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology 	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 annually	Deputy Chief Executive Head of Finance Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
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
Levelling-up and Regeneration Act 2023 and Department for Levelling Up, Housing and Communities Delivery Strategy	Tackling inter and intra-regional social mobility and economic inequalities in the wake of COVID shocks	Ongoing	His Majesty's Government
UK Industrial Strategy (UK IS) and Build Back Better: Plan for Growth	To boost productivity, business growth, create good jobs, through investment in skills, industries and infrastructure and managing the UK's Energy and drive for Low Carbon	2021 – Building Back Better is replacing UK IS	His Majesty's Government
Midlands Engine Vision for Growth	The partnership's ambition is to close the Gross Value Added gap to match or exceed the national average and add £54 billion to the Midlands and UK economies by 2030 Overarching agency steering in policies like science and innovation, Freeport and Dev Co	Ongoing	Midlands Engine and Dev Co

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Local Enterprise Partnership Recovery and Growth Strategy (RGS)	<p>Oversee the region's recovery following the disruptive forces of COVID, Brexit and other economic challenges by:</p> <ol style="list-style-type: none"> 1. Low Carbon Growth through low Carbon Leadership; Enabling key low carbon sites and Decarbonising growth 2. Productivity through: An ambitious and bold skills system and being Best in class environment for business 3. Connectivity and inclusion through Levelling up; aiming to make D2N2 the best-connected region and ensuring quality of place 	Ongoing	D2N2 LEP – Leadership and Theme Boards

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<p>Broxtowe Economic Growth and Regeneration Strategy</p>	<p>Provides a framework for the delivery of economic regeneration in the Borough and steers the direction in pursuit of Good Growth. The Strategy was reviewed in 2020 and approved by Jobs and Economy Committee in July 2020. The latest version, will have a slight change in emphasis and will look to address the immediate needs following the pandemic and the need to stimulate long term prosperity for all our communities.</p> <p>The refreshed Strategy has four themes:</p> <ol style="list-style-type: none"> 1. A Strategy for 'good growth' – which considers social and environmental costs and benefits in addition to economic 2. Is Carbon conscious – developing Broxtowe's local economy to be more green, in line with Broxtowe Borough Council's target of carbon neutrality by 2027. 3. Strategic national alignment with central government including Levelling Up Fund and Devolution 4. A Spatial approach recognising the 4 areas KEBS have their own economic hinterland (including alignment with local plans and Investment Plans) <p>There are ten points within the Strategy Framework</p> <ol style="list-style-type: none"> 1) Respond to the disruptive impacts of COVID on the local economy 2) Create sustainable town centres 3) Attracting new employers and encourage new local employment sites. 4) Improve intra-borough public and green transport. 5) Business retention – Help businesses to stay and grow in Broxtowe 6) Provide and signpost Business Support to micro, SMEs and start-ups 7) Build affordable, quality housing. 8) Tackle inequality 9) Improve digital connectivity 10) Growth for Toton 	<p><i>A draft of the refreshed Strategy was presented to Cabinet on 19 July 2022. The themes were approved.</i></p> <p><i>The new Economic Development Strategy is now around 80% complete in draft form alongside the companion document Broxtowe Skills Quest.</i></p>	<p>Head of Planning and Economic Development</p>

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Vision 2030 Strategy	A Strategic Plan that articulates ambition: by 2030, D2N2 will have a transformed high-value economy; which is prosperous, healthy and inclusive, and one of the most productive in Europe. The plan is for every business, place and person in D2N2	Late 2020's	D2N2 LEP/ Regional Partners
Toton HS2 Growth Strategy – but will be the response to the integrated rail strategy	<p>This has been endorsed by the Council and has three themes:</p> <p>People: Ensuring local communities and businesses can benefit fully from the economic opportunities that HS2 will bring, both during and after construction.</p> <p>Place: Delivering complementary growth around the Hub Station at Toton and in Chesterfield/Staveley.</p> <p>Connectivity: Ensuring that the Hub Station is well connected to surrounding communities, towns and cities where around 80% of the economic benefit of HS2 is likely to be realised, and that links to and within Chesterfield are improved</p>	Published Sept 2017	East Midlands Councils
Greater Nottingham Strategic Plan	The Aligned Core Strategy is being reviewed and this will result in the production of the Great Nottingham Strategic Plan. This will include strategic planning policies and will aim to meet the Council's housing and employment needs up to 2041	Currently being refreshed	Head of Planning and Economic Development Joint Planning Advisory Board
Broxtowe Part 2 Local Plan 2019	Planning policy framework is now in place up to 2028. This is subject to continual review and work is being undertaken to meet changing demands	Part 2 Local Plan was adopted in October 2019	Head of Planning and Economic Development

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Local Development Scheme	Programme of policy documents up to 2041 including the Core Strategy	Will be updated early 2024 to reflect updated timescales for preparing the Greater Nottingham Strategic Plan	Head of Planning and Economic Development
Enforcement Plan (Planning)	Code of practice for central and local government enforcement	Review undertaken and updated plan approved by Cabinet in September 2023. Next review due in 2025	Head of Planning and Economic Development Senior Enforcement Officer
Broxtowe Contaminated Land Strategy	Purpose of strategy is to detail how the Council will take a rational, ordered and efficient approach to inspecting the land within its duty under the Environmental Protection Act 1990	2024	Head of Environmental Health, Licensing and Private Sector Housing
Stapleford Town Deal – Town Investment Plan and Business Cases	Sets out the requirements to access project expenditure following the successful bid for £21.1m improvements to Stapleford Town Centre	Ongoing	Economic Development Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Toton Supplementary Planning Document (SPD)	Toton SPD to provide policy framework for development around the station at Toton, based on Station Area Masterplan, development in conjunction with Toton development partners	Adopted February 2023. Will be kept under review to ensure alignment with the Strategic Plan	Head of Planning and Economic Development
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
Conservation Area Appraisals	Sets out the required standards of development and areas for attention within the respective conservation areas	Review work scheduled for 2022/23 is currently being undertaken by the Conservation Officer	Head of Planning and Economic Development
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
Nuthall Neighbourhood Plan	Sets out the local policies within the Parish	Adopted 2018 review prior to 2028	Head of Planning and Economic Development

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Awworth Neighbourhood Plan	Sets out the local policies within the Parish	Adopted 2021 review prior to 2030	Head of Planning and Economic Development
Neighbourhood Plans – relevant neighbourhood plans in advanced stages of preparation. Currently estimated as: <ul style="list-style-type: none"> • Bramcote • Chetwynd, Toton and Chilwell • Cossall • Stapleford 	Sets out local policies within the relevant Neighbourhood Plan designated areas	Review by 2031 (if adopted)	Head of Planning and Economic Development

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Objective (BG1) – Develop and Implement Area Regeneration

Economic Development and Regeneration

- Town Centre Management Initiatives
 - Strengthen engagement with local businesses and provide business support
 - Support and develop activity that promotes regeneration and the vitality of Beeston Town Centre and capitalise on the success of Arc Cinema project
- Markets and Events Management and Growth
 - Support and develop activity that promotes markets and increases the profile of the town centres.
- Identify opportunities for regeneration growth and redevelopment through working with partners and attracting external resources
 - Oversee the successful Delivery of the Stapleford Towns Fund
 - Work with key stakeholders to produce plans for the regeneration of Stapleford and Eastwood
 - Delivery of the Kimberley Means Business Levelling Up Round 2 Programme
 - Development of high quality bids for funding and other intervention opportunities for Eastwood and other key areas of economic significance
 - Bring forward previously developed, (brownfield) sites, and other key growth zones for re-development/development
 - Support businesses and business growth activity, including those funded by UKSPF
 - Establish, support and develop the activity within town centres steering groups or ensure business representation and or consultation
 - Use UKSPF allocations to promote and encourage effective interventions
- Support to indigenous businesses and attraction of new investment
- Tourism and Visitor Economy
 - Maximise the growth of the visitor economy in Broxtowe

Planning and Development Services

- Development Control
 - Provide pre-application advice (subject to a fee), process applications, enforce permissions, defend appeals and successfully resist costs applications whether these are member overturns or not, secure community benefits from developers via S106 agreements

Property and Estate Services

- Property and Estate Services
 - Identification of the Councils land holdings
 - Review other strategic land holdings and opportunities for land assembly
 - Improve market intelligence to support proposals for regeneration

Objective (BG2) – Support Business Employment, Skills and Connectivity

Economic Development and Regeneration

- Town Centre Management Initiatives
- Markets & Events Management & Growth
 - Support and develop activity that promotes markets and increases the profile of the town centres.
- Support to indigenous businesses and attraction of new investment
 - Support and develop activity that promotes regeneration and the vitality of the Borough's Town Centres
- Identify opportunities for regeneration growth and redevelopment through working with partners and attracting resources
 - Oversee the successful Delivery of the Stapleford Towns Fund – finalise the Town Centre Recovery Fund and look at successor schemes
 - Work with key stakeholders to produce plans for the regeneration of Stapleford and Eastwood
 - Delivery of the Kimberley Means Business Levelling Up Round 2 Programme
 - Development of high quality bids for funding and other intervention opportunities for Eastwood and other key areas of economic significance
 - Bring forward previously developed, (brownfield) sites, and other key growth zones for re-development/development
 - Support businesses and business growth activity, including those funded by UKSPF
 - Establish, support and develop the activity within town centres steering groups or ensure business representation and or consultation
- Economic Development and Regeneration
 - Use UKSPF allocations to promote and encourage effective interventions
 - Create opportunities for employment by direct action
 - Support those furthest from the labour market including those with health issues
 - Work with partners in areas of higher unemployment such as Eastwood South, Chilwell West and Stapleford South East –support community initiatives to target support to disadvantaged groups in the labour market
 - Support the development of skills and learning hubs and networks
 - Encourage partners and partnerships to address key skills and employment issues

Tourism and Visitor Economy

- Tourism and Visitor Economy
 - Maximise the growth of the visitor economy in Broxtowe

Planning and Development Services

- Development Control
 - Provide pre-application advice (subject to a fee), process applications, enforce permissions, defend appeals and successfully resist costs applications whether these are member overturns or not, secure community benefits from developers via S106 agreements

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
Residents not economically active in the Borough (Borough Unemployment Rate) % (EDData_09a)	4.3%	3.3%	3.5%	Unemployment data from NOMIS April 2022-March 2023.
Proportion of population aged 16-64 qualified to NVQ level 2 or above (EDData_11 (was NI163))	81.6%	77.2%	72.8%	Data from NOMIS. Latest data available is from 2021 – no newer data available.
Planning applications received (DSData_01)	891	1,045	909	Figures likely to increase as the economy continues to improve and more viable previously developed sites are made available in the part 2 Local Plan, adopted in 2019.
Enforcement complaints (DSData_05)	312 (corrected)	315	354	Figures likely to increase as people consider home improvements, starting new businesses and general development opportunities including changes of use. This is especially relevant with the recent Permitted Development changes proposed by the government.
Section 106 agreements completed (DSData_10)	3	6	12	

Service Data / Description (Pentana Code)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Comments including benchmarking data
Planning applications approved for employment development (Class B1, B2 or B8) (ERLocal_03)	5	1 (revised)	5	Figures are realistic to reflect lower economic base following pandemic.
Planning applications approved for the creation of additional retail and commercial floor-space within the town centres (TCLocal_05)	2	1	1	The data includes applications for new build and conversions to retail premises. Figures are realistic reflecting a lower economic base following the pandemic. Data restated from 2020 to include conversions to retail premises.

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)
Town Centre occupancy rates: (TCLocal_01)	91%	91%*	91%*	91%	91%	91%	Business Growth Manager
<ul style="list-style-type: none"> • Beeston • Kimberley • Eastwood • Stapleford 	92%	92%*	92%*	95%	95%	95%	Occupancy rates higher than national average and remaining steady. Data reported on a quarterly basis.
	90%	90%*	90%*	93%	93%	93%	
	88%	88%*	89%*	93%	93%	93%	
	89%	89%*	92%*	93%	93%	93%	

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)
Major planning applications determined within 13 weeks (NI157a)	100%	90.3%	80.8%	92%	92%	92%	<p>Head of Planning and Economic Development</p> <p>The Council proportionally only receives a few major applications therefore if a few are not determined within the 13-week timeframe the percentage difference can be stark. This is the case here, where a few larger schemes (The Square, Chilwell College) have not been determined in the 13-week target window, and subsequently the target has suffered.</p> <p>For the 2022/23 financial year Broxtowe was ranked 23rd out of 29 authorities in the East Midlands for processing applications within 13 weeks</p>

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)
Minor planning applications determined within 8 weeks (NI157b)	98.2%	93.9%	92.5%	94%	94%	94%	<p>Head of Planning and Economic Development</p> <p>Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target. The government's threshold for performance is 70%</p> <p>For 2022/23 Broxtowe was ranked 7th out of 29 authorities in the East Midlands for processing minor planning applications within government set time limits</p>
Other planning applications determined within 8 weeks (NI157c)	98.8%	97.3%	96.9%	98%	98%	98%	<p>Head of Planning and Economic Development</p> <p>Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target The government's threshold for performance is 70%</p> <p>For 2022/23 Broxtowe was ranked 4th out of 29 authorities in the East Midlands for processing other planning applications within required time limits</p>

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)
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation (BV204))	27.8%	42.9%	55.6%	10%	10%	10%	2020/21 - 5 of 18 appeals allowed 2021/22 - 6 of 14 appeals allowed 2022/23 - 15 of 27 appeals allowed
Appeals allowed against refusals % (Committee overturns) (DSDData_18)	50.0%	75.0%	80.0%	10%	10%	10%	During 2021/22 the number of applications refused at Committee overturning an approval was four and of these applications then appealed and allowed was three. In 2022/23 15 applications were overturned at Committee and then 12 were allowed on appeal.

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)
Overall Employment rate (employment age) (NI 151)	76.9%	76.2%	70.8%	80%	80%	80%	Economic Development Manager People in employment as a percentage of all people aged 16-64 (Source: NOMIS official labour market statistics) National average is 72.0% (June 2023). The national rate is 78.6%

Indicator Description (Pentana Code)	Achieved 2020/21	Achieved 2021/22	Achieved 2022/23	Target 2023/24	Target 2024/25	Future Years	Indicator Owner and Comments (incl. benchmarking)
Percentage of residents not economically active in the Borough (Borough Unemployment Rate) (EDData_09a)	4.3%	3.1%	3.1%	2.9%	2.9%	2.9%	Economic Development Manager The Borough unemployment rate for June 2021 to June 2022 = 3.3% The national rate for this period = 3.8%
Undisputed invoices paid within 30 days (BV8)	98.6%	99%	98.1%	99%	99%	99%	Head of Finance Services
Undisputed invoices paid- within 20 days (FPLocal_09)	96.5%	97.5%	96.2%	98%	98%	98%	Head of Finance Services

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2024/24 – 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 Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Bring forward the Greater Nottinghamshire Strategic Plan [Core Strategy] BG2023_05	Successfully steer the Strategic Plan through its examination process receiving a report recommending adoption from the appointed Planning Inspector	Neighbouring Local Planning Authorities in Greater Nottingham	Head of Planning and Economic Development Adoption is currently anticipated by end of 2025	Joint commissioning of studies on matters such as housing land needs, employment land needs and Gypsies and Travellers will create efficiencies in co-ordinated evidence gathering and with the progression of the neighbourhood plans. Local plan examination expected to cost £80k

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p>Broxtowe Economic Growth and Regeneration Strategy to 2025 and review of the current Economic Development and Growth Strategy BG2124_01</p>	<p>A new framework for economic development within the Borough aligned the Mayoral Combined Authority and other plans for local and regional growth. Including specific plans for Stapleford, Eastwood and Kimberley</p>	<p>Stakeholders in the public, private and voluntary sector, MP's as well as local people, local businesses and business representative organisations</p>	<p>Head of Planning and Economic Development Ongoing - A draft of the refreshed Strategy was presented to Cabinet on 19 July 2022. The themes were approved. June 2024</p>	<p>The new Economic Development Strategy is now complete in draft form alongside the companion document Broxtowe Skills Quest. Officers have combined working on this with activity on the UK Shared Prosperity Fund (SPF). Input from the SPF Stakeholder Manager on the Skills Quest Broxtowe report has provided significant support for the Strategy due to sharing of data. Aiming to complete by December 2023.</p>
<p>Deliver the Stapleford Town Deal BG2225_01</p>	<p>Develop and deliver the projects identified for Stapleford Town Deal</p>	<p>Delivery partner Leads – Support the Town Deal Board – Programme management and accountable body function</p>	<p>Economic Development Manager Deputy Chief Executive March 2026</p>	<p>The Borough is the accountable body for £21.1 Million which must be defrayed by 2026</p>

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Deliver the Kimberley Levelling Up Fund programme BG2326_02	Develop and deliver the three projects identified for Kimberley Levelling Up Programme	Delivery partner Leads – Support the Town Deal (LUF) Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive March 2025	The Borough is the accountable body for £16 Million which must be defrayed by 2025
Support the work programme of the East Midlands Development Corporation (EMDC2225_01)	New plans could create 84,000 jobs and add billions in value to the regional economy. The (re)development of three main growth clusters the size of three Olympic Parks, including infrastructure with transformational opportunities for local residents and place making outputs	Working in partnership with the councils of Nottinghamshire Leicestershire, Rushcliffe and NW Leicestershire In future the EMDevco Ltd could evolve to be a new style locally led Urban development Corporation under the Levelling Up and Regeneration Act or become a structure within the new east Midlands County Combined Authority	Ongoing	Funding of up to £500k agreed for 2 years subject to provisos

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Creation of a new Markets and Retail Events Programme for the Borough (BG2326_05)	Delivery of events based model for markets and retail events Programme to be submitted for approval by Spring 2024 Delivery to commence in 2024	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	Regeneration and Economic Development Manager Markets Officer June 2024	New action following review of Markets and Events across the Borough. Funding for growth from income generation and grants. A pilot market / event will be hosted in Spring 2024.
Deliver the UKSPF programme (BG2326_06)	Deliver all strands of the UKSPF programme	Businesses, Voluntary sector organisations and key partners such as Nottinghamshire county Council, other Districts in Nottinghamshire and the chamber of Commerce	Regeneration and Economic Development Manager Deliver residual programme from 2023/24 and complete delivery of programme for 2024/25	Year 1: £313,650 plus one off £20,000 co-ordination fee. Year 2 : £627,300

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Assist in the preparation of Neighbourhood Plans (JBG1518_06)	Approve Neighbourhood Plan Area designations for all parish areas where they are wanted and progress to 'adoption' of the Plans <ul style="list-style-type: none"> •Awsworth JBG1518_06.1 •Brinsley JBG1518_06.2 •Eastwood JBG1518_06.3 •Greasley JBG1518_06.4 •Nuthall JBG1518_06.5 •Kimberley JBG1518_06.6 •Cossall JBG1518_06.7 •Stapleford JBG1518_06.9 •Bramcote JBG1518_06.10 •Chetwynd, Toton and Chilwell JBG1518_06.11 Cossall and Chetwynd, Toton and Chilwell likely to be next to be adopted in 2023 or early 2024	Town, Parish Councils and Neighbourhood Forums in cooperation with the Borough Council At November 2023 the progress of individual Neighbourhood Plans is: <ul style="list-style-type: none"> •Awsworth 100% adopted •Brinsley 40% initial draft •Eastwood 20% area designated •Greasley 40% initial draft •Nuthall 100% adopted •Kimberley 20% area designated •Cossall 80% at examination •Stapleford 40% initial draft •Bramcote 40% initial draft •Chetwynd, Toton and Chilwell 80% at examination 	Head of Planning and Economic Development Target dates will vary depending on the details of each emerging Plan.	The Council is currently eligible to submit a claim to DLUHC, during specific claims windows, for £20k of funding per Plan when the Council issues a 'Decision Statement' and makes the decision to arrange a referendum for each Neighbourhood Plan. The creation, development, and review of Neighbourhood Plans is led by the Town and Parish Councils and Neighbourhood Forums.

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	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
Budget Implications				
external income from Stapleford Towns Fund				
Skills/library		£1,178,000		
Enterprise hub		£2,072,000		
Traffic management			£181,000	£2,308,000
Cycle network			£746,000	£569,000
External income from Kimberley Levelling up fund		£4,634,000	£11,866,000	
External funding from UKSPF			£200,000	
-				
Efficiencies Generated				
Matched funding for business grants funding Stapleford, Kimberley and UKSPF		approx.	approx.	
Additional investment from FA			£1,000,000 (approx.)	

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
Efficiencies Generated (continued)				
Additional investment from Steven Gerrard academy			Non cashable skills gains	
Additional investment for skate park from external grant sources/fundraising			£250,000 (approx.)	
New business/increased income				
Increased planning fees		£50,000	£28,000	
Net Change in Revenue Budgets		*Note	*Note	*Note

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

6. SUMMARY OF KEY RISKS

Priority leaders have identified two 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
Finding staffing capacity to develop regeneration plans for Eastwood and Kimberley whilst being successful in delivering the Stapleford Town Deal and maintaining a core economic development service	If external funding is available bid for resources Consider staffing review and secondments Consider additional resources required
Economic recession and high street decline as shift to on-line continues	Implement Economic recovery plan Capture growth from new housing developments Consider long term function of town centres and secure prosperity on a broader mix of activities including leisure and public and voluntary sector services

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
Assist in the preparation of Neighbourhood Plans JBG1518_06	Lack of capacity with competing priorities	Yes - Risk 20	Effective working with Town and Parish Councils. Effective working with Neighbourhood Forums
Support the work programme of the East Midlands Development Corporation EMDC2225_01	Funding for key infrastructure including station fails to materialise Funding and risks become too great	No	The interim vehicle will have limited liability Ensure good governance accountability and financial scrutiny Provision for exist in the event the council decides it is no longer in our interests to be part of the Devco
Bring forward the Core Strategy review BG2023_05	Disagreement on allocation of future development	Yes - Risks 14 and 20	Work in partnership through JPAB

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Creation of a new market/ event programme for Kimberley (BG2326_03)	Local interest insufficient to sustain forward growth	Yes – Risks 17 and 20	Recruitment of an apprentice to build future resilience in the team
Creation of a new market/ event programme for Eastwood (BG2326_04)	Local interest insufficient to sustain forward growth	Yes – Risks 17 and 20	Recruitment of an apprentice to build future resilience in the team
Creation of a new Markets and Retail Events Programme for the Borough (BG2326_05)	Local interest insufficient to sustain forward growth	Yes – Risks 17 and 20	Recruitment of an apprentice to build future resilience in the team
Explore use of new powers and resources in the UK Levelling UP Act and UKSPF budget to develop stronger healthier places (BG2326_06)	Powers not fully understood and risk of UKSPF ending	Yes – Risks 17 and 20	Ensure Team has resources to move forwards

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

Risk 14: Failure to provide housing in accordance with the Local Development Plan

Risk 17: Failure to maximise opportunities and recognise the risks in shared services arrangements

Risk 20: Inability to attract or retain staff with required skills and expertise to meet increasing demands and expectations

The latest Strategic Risk Register is available in full at

<https://intranet.broxtowe.gov.uk/finance/risk-management/>