Resources Business Plan 2025–2028

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.

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 Cabinet on a quarterly basis. In addition, Cabinet and the 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:

- **G**oing the extra mile: **a strong, caring focus on the needs of communities**
- **R**eady for change: **innovation and readiness for change**
- **E**mployees: **value our employees and enable the active involvement of everyone**
- **A**lways improving: **continuous improvement and delivering value for money**
- **T**ransparent: **integrity and professional competence**

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

Housing – A good quality home for everyone
Business Growth – Invest in our towns and people
Environment – Protect the environment for the future
Leisure and Health – Healthy and supported communities
Community Safety – A safe place for everyone

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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 2028	Chief Executive
Business Strategy	Designed to ensure that the Council is: • 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 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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
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
Finance Services			
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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
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 2029	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
Monitoring Officer			
Constitution	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	July 2025 (Reviewed annually) Updated earlier if necessary	Monitoring Officer Deputy Monitoring Officers
Member Code of Conduct	Sets out standards of behaviour expected of the Council Members to ensure the Council is operating in line with the Member Code of Conduct to promote integrity, professionalism and transparency, to maintain public confidence in decision making and the Council's reputation	July 2025 (Reviewed annually)	Monitoring Officer Deputy Monitoring Officers
Legal RIPA Policy	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	December 2025 (Reviewed Annually)	Chief Executive Head of Legal (Deputy Monitoring Officer)
Asset of Community Value Register Policy	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	April 2024 (Reviewed every three years)	Head of Legal Services (Deputy Monitoring Officer)

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Services			
Business Support Service Level Agreements	Provide standards and targets for the delivery of support to service areas	Reviewed Annually	Business Support Manager
Data Protection Policy	To provide standards and procedures to adhere to in accordance with the Data Protection Act 2018 and monitor compliance to the Act	March 2025	Information Governance Officer
Information Management Strategy	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	Updated as necessary	Information Governance Officer
Electric Vehicle Infrastructure Strategy	To facilitate access to a reliable Electric Vehicle Infrastructure (EVI) for residents, businesses and visitors, which will help to support the decarbonisation of transport and travel within the Borough	July 2027	Head of ICT and Corporate Services
Democratic Services			
Complaints Procedure	Sets out the process and targets the Council must comply with when handling complaints	March 2025 Reviewed Annually	Head of Democratic Services Complaints Officer
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 2025 Reviewed Annually	Head of Democratic Services Complaints Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Unreasonable Complainant Behaviour Policy	Provides a framework to deal fairly, honestly and properly with unreasonable complainants while ensuring there is no detriment to other Services Users, Officers or the Council as a whole	March 2025 Reviewed Annually	Head of Democratic Services Complaints Officer
Human Resources People Strategy 2025-2029	Strategic direction and actions for development and planning of skills and capacity to deliver services now and in the future. The People Strategy includes: Training and Development (including Apprenticeships), Equality and Diversity, Wellbeing and Organisational Development.	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 2026 HR Policies last reviewed in Oct 2024	Human Resources Manager
Equality and Diversity Policy	Outlines the Council's legal duties and sets out the corporate framework for work on equality and diversity	Reviewed 2024	Chief Executive
Human Resources HR Policies published on the Intranet	A proportion of the HR Policies are reviewed annually	March 2025	Human Resources
Payroll and Job Evaluation Pay Policy	Sets out the Council's approach to remuneration, pay and conditions of employment	March 2025	Payroll and Job Evaluation Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Asset Management and Development Asset Management Strategy	Adopt and implement the strategies set out in the Asset Management Strategy 2022-2025 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
Broxtowe Leisure Facilities Strategy	New replacement leisure centre at Bramcote - planning consent, RIBA 4, followed by procurement and construction.	2026/27	Deputy Chief Executive Business Director Liberty Leisure Limited
Communications, Cultural and Civic Services 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
Health and Safety Health and Safety Policy	Statement of intent, responsibilities and actions in respect of all health and safety issues	February 2026 (Reviewed Annually)	Head of Health, Safety, Compliance and Emergency Planning

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Health and Safety Policies and Policy Arrangements	Provision of practical advice and guidance	Various dates (Reviewed every 3 years of earlier if required)	Head of Health, Safety, Compliance and Emergency Planning
Safe Systems of Work Procedures	Guidance on safe systems of work and best practice	Ongoing	Head of Health, Safety, Compliance and Emergency Planning

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

Electoral Services and Land Charges Services

- ➤ 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 and all relevant legislation
  - To ensure searches are processed for land/property transactions to protect financial and legal interests
  - To maintain the local land charges, register which contains details of legal restrictions attached to property or land, which are binding on the new owner or occupier

Corporate Services

- Business Support Services
  - Provide effective administrative support to all service areas within the Council
  - To look for opportunities to reduce business process and to maximise business systems to increase efficiencies when collaborating across departments

- Information Governance (including Freedom of Information; Environmental Information Regulations; Reuse of Public Sector Information; Information Assets and Transparency Code; Subject Access Requests)
  - 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
  - To ensure compliance with UK GDPR and Data Protection 2018 law

- Parking Services
  - To provide cost effective and carbon neutral ticket machines for all car parks
  - To ensure all car parks are maintained for public use
  - To provide flexibility for different types of payment methods
  - Increase evening parking charges and enforcement
  - To explore the use of EV Charging points and investigate into creating an income for the Council

- Surveillance / Security
  - To develop and provide a responsive efficient and cost effective Surveillance /Security service to help tackle crime, disorder, and anti-social behaviour
  - To provide sustainable and carbon neutral Surveillance technology

Democratic Services

- Complaints and Compliments
  - 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 compliments, complaints and learning to Members annually
  - To implement the Unreasonable Complainant Behaviour Policy

- 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, minutes and Members Registers of Interest 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

- ➢ Council Governance
  - To publish information in accordance with the legislative requirements of the Transparency Code 2015
  - To publish the Council's Annual Governance Statement in accordance with the Accounts and Audit Regulations 2015

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
  - To ensure the wellbeing of the workforce through appropriate support

- ➢ 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
  - The delivery of an Apprenticeships programme utilising the Apprenticeship Levy

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

Asset Management and Development

- ➢ 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

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 across all areas of the business.

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 communications and engages with its stakeholders
  • Promote, protect and enhance the Council's reputation
  • Manage the Councils website and intranet
  • To ensure that the Council adheres to appropriate legislation and best practice on communications, web, design and print and civic services

3.   Measures of Performance and Service Data

Context – Baseline Service Data

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Debtor invoices raised **(FPData_01)**	4,419	4,477	4,427	Value of £4.8m in 2023/24.
Creditor payments made **(FPData_02)**	14,200	14,986	14,360	Volume of transactions remains consistent.
Insurance claims received **(FPData_03)**	53	37	50	Excludes non-Council claims received through Claims Portal.
Long-term Debt at 31 March **(FPData_04)**	£87.1m	£87.6m	£95.5m	£8.5m of PWLB loans due for repayment in 2024/25 moved to 'short-term loans'.
Investments at 31 March **(FPData_05)**	£19.7m	£12.6m	£13.8m	£8.0m in long term investments with £5.8m in short-term UK banks and Money Market Funds.
Purchase Orders raised **(FPData_06)**	6,265	7,089	6,900	Completed and outstanding orders.
Works and Goods and Services contracts identified on the Contracts Register **(FPData_07)**	109	116	158	Recent exercise to improve monitoring of contracts has seen an increase in number of contracts recorded on register

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Grant applications processed from voluntary organisations (FPData_08)	33	37	27	Excludes grant aid requests from parish councils.
Section 106 Agreements completed (DSdata_10)	6	12	5	Links to Business Growth Objective.
Contracts completed (LAData_11)	14	12	24	Links to Business Growth Objective.
Council house sales completed (LAData_13)	19	27	12	Houses and flats sold under Right to Buy Scheme. Links with Housing Objective.
Number of matters issued in the Magistrates Court (LAData_14)	1	1	8	Links with Community Safety objective.
Numbers of matters issued in County Court (including Money claims/Sundry Debt) (LAData_15)	12	14	6	Legal Services will only be instructed when the claim needs to be issued in Court via Money Claims Online
Number of general enquiries dealt with (Legal) (LAData_24)	117	99	93	New Service Data measure from April 2022.
Number of commercial leases completed (LAData_25)	8	10	9	New Service Data measure from April 2022
Land Charges searches processed (LAData_02)	652	479	373	An unpredictable housing market continues to reduce the numbers of searches processed in 2023/24.
Personal Land Charges searches processed (LAData_03)	2,050	1,659	1,604	The reduction in the number of personal searches in 2023/24 reflects the reduction in the number of official searches processed.
Number of tickets issued by off-street car park pay and display machines (PMData_01)	472,529 (34,402)	518,843 (60,426)	448,365 (85,567)	Data up to 2023/24 includes tickets booked by phone - these are being recorded separately from 2023/24. The pay by phone facility was introduced in 2020 and there has been a steady increase in tickets booked using this service. The number of pay by phone tickets booked is provided in brackets.
Number of parking tickets booked by PayByPhone (PMData_01a) (New)	*34,042*	*60,426*	*85,567*	*Car parking occupancy and turnover continue to recover at a steady rate post pandemic.*
Number of off-street charge notices issued (PMData_03)	1,387	1,214	1,224	Off-street charge notices were reduced due to reduced resources.
Number of chargeable parking spaces (PMData_04)	661	661	661	The number of spaces remains static.

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Net Cost of the Car Parking Service **(PMLocal_01)**	£65,919	£38,750	£139,504	Income is continuing to increase steadily post pandemic.
Complaints determined by Ombudsman **(LAData_08)**	10	13	9	Action is being taken to implement learning from complaints to influence the Council's operations with the aim to improve services for residents.
Compensation awarded - Stage 1 Complaints **(GSData_03)**	£100	£980	£3,500	Stage 1 complaints in: • 2021/22 = 244 • 2022/23 = 302 • 2023/24 = 407
Compensation awarded - Stage 2 Complaints **(GSData_04)**	£736	£1,810	£22,459	Stage 2 complaints in: • 2021/22 = 41 • 2022/23 = 72 • 2023/24 = 73
Compensation awarded - Stage 3 (Ombudsman) Complaints **(GSData_05)**	£1,050	£300	£6,270	Five complaints were upheld by the Ombudsman resulting in payments. In total, nine complaints were investigated.
Number of public committee meetings held **(GSData_01)**	76	63	65	Public meetings reduced due to a move to a Cabinet system, which in turn increased the number of non-public meetings.
Number of Working Group meetings held involving Members **(GSData_06)** (New)	-	-	25	New Performance Indicator 2024/25
Average learning days per employee **(HRData_01)**	1.1	1.1	1.0	Staff figure was more than last year and more courses were also completed but averaged out to 1 day. Kimberley Leisure Centre closure meant staff being made redundant didn't complete any outstanding training.
Training sessions attended by members **(HRData_01a)**	34	25	45	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 **(HRData_02)**	5	11	9	8 school students in May-July 2023 1 adult through Future's Positive, joined HR, Learning and Development in March 2024

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Applications received for vacancies (HRData_05)	724	609	1,162	Adverts placed in 2023/24 increased 22.3% and on average there were also more applicants per post. • 2023/24 = 170 (average of 6.84 per role • 2022/23 = 139 (average of 4.37 per role)
Applications received electronically (HRData_06)	724	609	1,153	Majority of applications were received online since 2021/22.
Number of 'downloaded' Applications received in the post (HRData_07)	0	0	9	Reduction in postal applications is a positive development.
Permanent appointments (HRData_08)	57	37	76	Figures for 2021/22 are inflated most likely due to the COVID-19 pandemic.
Permanent leavers (HRData_09)	72	49	70	Figures for 2021/22 are inflated most likely due to the COVID-19 pandemic.
Temporary appointments (excluding relief positions) (HRData_10)	8	13	6	
Apprentices in post at 31 March (HRData_24)	8	7	13	• Heavy Vehicle Maintenance x2 • Housing Property x2 • Solicitor x2 • Internal Auditor • IT Technical Solutions • Accountancy • Senior Leader • Bids & Proposals • Design and Construction • Horticulture
Broxtowe Learning Zone courses available (HRData_25)	64	70	72	Data for courses under review and/or not yet launched is not included.
Broxtowe Learning Zone courses completed (HRData_26)	6,552	5,186	5,281	Broxtowe Borough Council (including employees and Agency) = 4,667 Liberty Leisure Limited = 614 Reduction for Liberty Leisure Limited in 2023/24 is attributed to closure of Kimberly Leisure Centre. Data for courses undertaken by Work Experience placements and external staff for canvassing are not included.

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Employees working beyond age of 65 (HRData_16)	20	22	22	The number of employees is consistent over the last 3 years.
Top 5% of earners who are women (PJEData_01)	33.3%	44.00%	45.83%	There has been an increase over the last two years.
Top 5% of earners from ethnic minority communities (PJEData_02)	9.52%	9.09%	12.50%	Not all employees declare their ethnicity. The Census 2021 states that 15.52% of the Borough's population are from an ethnic minority background.
Top 5% of earners with a disability (PJEData_03)	10.00%	9.09%	13.04%	Not all employees declare they have a disability. The Census 2021 stated that 18.3% of the Borough's population have day-to-day activities limited by a disability. Of the 18.3%, 7.3% stated a disability limited their day-to-day activities a lot.
Number of commercially available Industrial Units (CPData_01)	62	42	42	1 going through a letting 1 void unit
Property Assets excluding HRA (CPData_02)	148	141	129	
Asset Value of Council Property excluding HRA (CPData_03)	31.0m	31.3m	32.5m	Property defined as land and buildings
Number of commercially available Retail Units (CPData_04)	16	20	20	Beeston Square Phase 1 • 15 units Beeston Square Phase 2 • 5 Units (including cinema) Vacant • Unit 4- • Unit 33/34 GF • Unit 34a 1st floor • Unit 36 vacant • Unit 36a 1st Floor • Unit 38 vacant
Number of commercially available Business Hub Units (CPData_05)	2	2	2	Beeston Hub Stapleford Hub
Online transactions (CCCSLocal_01)	491,429	390,751	469,277	Greater promotion of direct debits for housing tenants and changes to how some services are delivered has seen a decrease in online transactions.

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Social media reach **(CCCSData_02)**	1,715,277	1,040,764	1,208,300	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)**	25,730	27,712	30,073	Excludes internal subscribers e.g. Members and employees
Mayoral visits **(CCCSData_01)**	204	244	219	
Number of accidents **(H&SData_02)**	35	37	27	28 accidents in 2024/25 (April to October).
Number of reportable accidents **(H&SData_03)**	4	7	0	1 in 2024/25 (April to October)

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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % **(BVPI 8)**	99.0%	98.1%	97.4%	98.0%	98.5%	99.0%	Head of Finance Services
Working days (per FTE) lost due to sickness absence **(BVPI12a)**	11.77	9.59	8.86	7.50	8.00	8.00	Payroll and Job Evaluation Manager Human Resources Manager The latest data for the East Midlands shows that in 2022/23 the average working days lost due to sickness was 9.70 days for local authorities who submitted data. The lowest recorded from one local authority was 6.20 days with the highest reported as 15.30 days.
Working days (per FTE) lost due to short term absence **(HRLocal_17)**	3.89	3.88	3.25	2.50	3.00	3.00	
Working days (per FTE) lost due to longer term absence **(HRLocal_18)**	7.88	5.71	5.61	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	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days **(FPLocal_09)**	97.5%	96.2%	94.4%	98.0%	98.5%	99.0%	Head of Finance Services

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Sundry debtors raised in any one financial year paid in that year **(FPLocal_02)**	86.7%	85.4%	85.8%	87%	88%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year **(FPLocal_03)**	92%	68%	71%	90%	90%	90%	Chief Audit and Control Officer Outturn for 2023/24 was negatively impacted by a period of sickness in the team Internal Audit team. Performance for 2024/25 to date is satisfactory with target expected to be achieved.
Procurement compliant contracts as identified in the Contracts Register **(FPLocal_11)**	90%	98%	96%	95%	95%	95%	Chief Audit and Control Officer and Procurement and Contracts Officer Focus continues to be on maintaining ongoing compliance.
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction **(LSLocal_02)**	-	100%	80%	90%	90%	90%	Head of Legal (Deputy Monitoring Officer) Links with Business Growth Objective Improved review and data capturing process during 2023/24.
Review and advise on contract within 10 working days from receipt of full instruction **(LSLocal_03)**	-	80%	80%	90%	90%	90%	Head of Legal (Deputy Monitoring Officer) Links with Business Growth Objective.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
First draft of commercial lease completed within 10 working days from receipt of full instruction **(LSLocal_04)**	-	100%	80%	90%	90%	90%	Head of Legal (Deputy Monitoring Officer) Links with Business Growth Objective Improved review and data capturing process during 2023/24
Individually registered electors in the Borough **(ES_S1.2)**	84,226	84,554	84,635	85,752	85,500	85,500	Head of Legal (Deputy Monitoring Officer) Legal duty to maintain a register of electors in the Borough. The increase in registered electors this year is due to extra registrations prior to the UK Parliamentary Election on 4 July 2024. It is expected that this figure will fall back to normal levels in future year.
Freedom of Information requests replied to within 20 working days **(LALocal_12)**	95.5%	96.8%	100%	85%	85%	85%	Head of ICT and Corporate 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: • 2021/22 = 838 of 872 • 2022/23 = 1,125 of 1,160 • 2023/24 = 1,304 of 1,304
Subject Access Requests responded to within one month **(GSLocal_001)**	100%	100%	100%	100%	100%	100%	Head of ICT and Corporate Services

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Complaints acknowledged within the specified time (LALocal_04)	*100%	*100%	*100%	*100%	*100%	*100%	Head of Democratic Services and Deputy Monitoring Officer *Acknowledgements to be made in five working days from May 2021 in accordance with legislation.
Members attending training opportunities as a percentage of the whole (GSLocal_002)	-	68%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 no comparable previous data. KPI to be further developed with the Member Development Group.
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	100%	100%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 Legislative requirement for Cabinet Model.
The percentage of Call-Ins following Cabinet decisions responded to in full within legislative timescale (GSLocal_007)	-	No Call Ins	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New Performance indicator 2022/23 Legislative requirement for Cabinet Model. No Call-ins were made in during 2022/23. Two Call-ins were made during 2023/24 and were resolved within legislative timescales.
The percentage of stage 2 complaints upheld (DEM0_2a) (New)	-	-	-	0%	0%	0%	Head of Democratic Services and Deputy Monitoring Officer Complaints and Compliments Officer New Performance Indicator 2024/25.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Level of Equality Framework for Local Government to which the Council conforms **(BVPI 21)**	Ach.	Ach.	Ach.	Ach.	Ach.	Exc.	Ach.= Achieving Exc.= Excellent
Employees declaring that they meet the Equality Act 2010 disability definition **(BVPI 16a)**	7.04%	7.74%	7.99%	9.0%	9.0%	9.5%	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 **(BVPI 17a)**	7.74%	8.69%	10.06%	10%	11%	11%	The census data for 2021 indicates that 21.1% of the Borough's population considers themselves to be from an ethnic background.
Annual employee turnover **(HRLocal_06)**	15.81%	11.37%	15.53%	13%	13%	13%	Human Resources Manager 14% for local authorities in England 2023/24.
Employees qualified to NVQ Level 2 and above **(HRLocal_07)**	87%	87%	88%	89%	89%	90%	Human Resources Manager Remained the same despite additional training courses such as ILM Level 5. Employees may already have had a minimum Level 2 qualification.
Industrial Units vacant for more than 3 months **(CPLocal_01)**	1.0%	6%	4.65%	5%	5%	5%	Estates Manager One unit vacant One unit currently with Legal Services to prepare lease

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Industrial Unit tenants with rent arrears **(CPLocal_02)**	10.0%	7.1%	2.32%	5%	5%	5%	Estates Manager
Beeston Square Shops vacant for more than 3 months % **(CPLocal_05)**	5.0%	22.0%	20.0%	0%	<6%	<6%	Estates Manager One unit out of five vacant in Beeston Square Phase 2 Other voids are the long term void Argos block.
Occupancy of Business Hub Units - Beeston **(CPLocal_08a)**	-	90%	58%	85%	85%	85%	Head of Asset Management and Development New Performance Indicator 2022/23. Four units held vacant – Economic Development Project. Therefore, reduced number of lettable units to eight.
Occupancy of Business Hub Units - Stapleford **(CPLocal_08b)**	-	100%	89%	85%	85%	85%	Head of Asset Management and Development New Performance Indicator 2022/23.
Online transactions **(CCCSLocal_01)**	447,999	390,751	469,277	400,000	400,000	400,000	Communications, Cultural and Civic Services Manager
Social media reach **(CCCSLocal_02)**	1,715,277	1,040,754	1,208,300	1,300,000	1,400,000	1,400,000	Communications, Cultural and Civic Services Manager
Email Me subscribers **(CCCSLocal_03)**	25,730	27,712	30,073	31,000	31,000	33,000	Communications, Cultural and Civic Services Manager

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees who are aware of the Council's vision and long term goals **(CCCSLocal_04)**	78%	77%	77%	80%	82%	82%	Communications, Cultural and Civic Services Manager
Employees who feel informed **(CCCSLocal_05)**	53%	62%	67%	70%	72%	72%	Communications, Cultural and Civic Services Manager Figure for 2023/24 is actual as the survey has already taken place.
Residents who feel the Council listens to them (*results from an annual consultation*) **(CCCSLocal_06)**	50%*	73%* *(27% disagreed or strongly disagreed)*	68%* *(32% disagreed or strongly disagreed)*	25%	30%	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)**	65%	65%	58%	68%	70%	70%	Communications, Cultural and Civic Services Manager By way of national comparison, the LGA's local government customer satisfaction survey in October 2024 gave a score of 56% of people being very or fairly satisfied with the service their Council provides.
Residents who are satisfied or very satisfied with the Borough as a place to live **(CCCSLocal_08)**	76%	76%	71%	78%	80%	80%	Communications, Cultural and Civic Services Manager By way of national comparison, the LGA's local government customer satisfaction survey in October 2024 gave a score of 74% of people being very or fairly satisfied with area where they live.

Management Performance Indicators (MPI)

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	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)**	51	37	50	47	44	42	Chief Audit and Control Officer
Insurance - Claims closed over a three year period settled at nil cost to the Council **(FPLocal_07)**	83%	78%	77%	50%	50%	50%	Chief Audit and Control Officer
Internal Audit - Planned audits of key financial systems completed in year **(FPLocal_12)**	56%	97%	89%	100%	100%	100%	Chief Audit and Control Officer Outturn for 2023/24 was negatively impacted by a period of sickness in the team Internal Audit team.
Internal Audit - Timeliness of reporting from completion of the audit to distribution of draft report (working days) **(FPLocal_13)**	3	4	6	10	10	10	Chief Audit and Control Officer Outturn for 2023/24 was negatively impacted by a period of sickness in the team Internal Audit team.
Internal Audit - Actions implemented as agreed by management (beyond the follow-up period) **(FPLocal_14)**	73%	98%	96%	90%	90%	90%	Chief Audit and Control Officer Single outstanding action from 2023/24 now nearing completion.
Percentage of Templates and Precedents reviewed in Case Management System annually **(LALocal_15)**	-	90%	90%	90%	90%	90%	Head of Legal (Deputy Monitoring Officer) Performance Indicator introduced 2022/23 – Documents are to be reviewed annually

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Percentage of Instruction Pro-Formas fully completed and received from Client Departments for new legal service instructions (LALocal_16)	-	90%	90%	90%	90%	90%	Head of Legal (Deputy Monitoring Officer) Performance Indicator introduced 2022/23
Percentage of applications For Registration processed within 5 working day (ES_S1.5)	-	100%	100%	95%	95%	95%	Head of Legal (Deputy Monitoring Officer) New Performance Indicator 2023/24
Percentage of applications Change of Address forms processed within 5 days of the Date of Move (ES_S1.7)	-	100%	100%	100%	100%	100%	Head of Legal (Deputy Monitoring Officer) New Performance Indicator 2023/24
Complaints determined by the Local Government/ Housing Ombudsman against the Council (LALocal_07)	4	6	5	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 investigated at Stage 2 (LALocal_06a)	37	72	73	0	0	0	Head of Democratic Services and Deputy Monitoring Officer
Minutes published on the Council's Website within 10 working days of the meeting. (GSLocal_004)	100%	100%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
The number of challenges to the accuracy of minutes **(LALocal_09)**	0	0	0	0	0	0	Head of Democratic Services and Deputy Monitoring Officer The number of challenges does not include minor clerical errors.
Decisions for Council meetings published to Officers within 3 working days of the meeting **(GSLocal_005)**	100%	100%	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer
Number of Councillors adopting e-Agenda use at Committee meetings **(GSLocal_008)**	-	-	-	11	22	33	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. A Member Working Group has been convened to provide insight with the indicator.
Number of Councillors with Personal Development Plans **(DEM_03)** (New)	-	-	-	44	44	44	Head of Democratic Services and Deputy Monitoring Officer New performance indicator from 2025/26
Percentage of Councillors having received training prior to attending quasi-judicial meetings in accordance with the Constitution **(DEM_04)** (New)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator from 2025/26

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Members Interests published within 28 days of receiving notification from the relevant Member **(DEM_05)** (New)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator from 2025/26
Job applications received from ethnic minorities **(HRLocal_01)**	19.3%	25.6%	37.36%	30%	30%	30%	Human Resources Manager
Appointments from ethnic minority groups **(HRLocal_02)**	12.8%	30.6%	15.49%	21%	21%	21%	Human Resources Manager
Applications received from self-declared disabled people **(HRLocal_03)**	5.69%	9.93%	10.66%	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)**	4.88%	10.00%	6.56%	10%	10%	10%	Human Resources Manager Decreasing however not all applicants self-declare as having a disability.
Work experience opportunities offered **(JBGLocal_01)**	5	5	8	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.
Apprentice positions offered **(JBGLocal_02)**	7	5	7	7	7	7	Human Resources Manager Mixture of directly recruited and internal apprenticeships during 2023/24.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Staff Satisfaction at being led by managers (HRLocal_09)	82%	84%	85%	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 (HRLocal_10)	65%	63%	66%	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 (HRLocal_11)	86%	84%	88%	100%	100%	100%	Human Resources Manager Result from staff survey
Staff receiving an annual appraisal (HRLocal_12)	77%	79%	88%	100%	100%	100%	This figure is BBC and LL combined. Broxtowe Borough Council alone completion is: 98.09% (98.51% including those appraisals that were completed but employees, but were not processed in full. Liberty Leisure Limited alone completion is: 43.06% (expected to be lower than in previous years due to closure of Kimberley Leisure Centre).
Staff who have undertaken equality and diversity training (i.e. current validation) (HRLocal_13)	92%	99%	91%	100%	100%	100%	426 training courses completed. FTE figure is 465 for Broxtowe Borough Council and Liberty Leisure Limited combined.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Gender Pay Gap (PJELocal_01)	6.06%	3.66%	4.05%	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 6.8% with the lowest being -8.6%.
Managers who have received Mental Health Awareness Training (over a three year period) (HRLocal_15)	-%	100%	-%	100%	100%	100%	Human Resources Manager There were no re-certifications required in 2023/24. A further course will be offered in 2024/25.
Number of days lost as a result of work related stress (HRLocal_16)	162	102	344	150	150	150	Human Resources Manager A bulk of the days is due to a small number of cases having longer periods of time off. In addition, some work related stress is related to colleague interaction rather than the organisation.
Employees who have completed on-line code of conduct training (HRLocal_19)	93.2%	85.8%	96%	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)	93%	90%	92%	95%	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)	83%	81%	89%	86%	86%	86%	Communications, Cultural and Civic Services Manager

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number of Accidents **H&SData_02**	40	37	27	40	40	Reduction by 10%	Head of Health, Safety, Compliance and Emergency Planning Services Average taken over the last 3 years this will be monitored and adjusted accordingly. Between 2018 up to and including 2023 we recorded 238 accidents. For the size of the organisation and the nature of risk, this figure is lower than anticipated.
Number of RIDDORs **H&SLocal_01** (New)	2	7	0	3	1	Reduction by 100%	Head of Health, Safety, Compliance and Emergency Planning Services The Council has reported 20 RIDDORS between 2018-2023. Aim to reduce this number to zero RIDDORs.
Number of Aggression at Work **H&SLocal_02** (New)	-	13	12	Tracking indicator	Tracking indicator	Tracking indicator	Head of Health, Safety, Compliance and Emergency Planning Services The figures are actuals for 2022/23 and 2023/24.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number of Near Miss Reports **H&SLocal_03** (New)	3	6	16	3	40 (25%)	Increase of 25% annually for the next 4yrs	Head of Health, Safety, Compliance and Emergency Planning Services This figure should be ten times that of the number of reported accidents. These are opportunities to prevent accidents. Data tells us nationally, that for every one accident there are 10 near miss opportunities. Between 2018-2023 there were 41 near misses. Based on having a target of 40 accidents we should be reporting 400 near misses. The target is set lower as there is an education programme to be undertaken to improve reporting. Aim to achieve 100% improvement over time.
Risk Assessment Compliance **H&SLocal_04** (New)	-	-	-	-	95%	95%	Head of Health, Safety, Compliance and Emergency Planning Services This target is to show that we are in a strong position and reduce organisational risk.
FRA Compliance – Actions completed **H&SLocal_05** (New)	-	-	-	-	-	80%	Head of Health, Safety, Compliance and Emergency Planning Services The 20% tolerance is to allow for delays with manufacturing, for example a fire door may have an order lead time of 6-8 weeks.
FRA Compliance – Risk of Property **H&SLocal_06** (New)	-	-	-	-	Moderate	Tolerable	Head of Health, Safety, Compliance and Emergency Planning Services

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Asbestos Compliance – Actions completed **H&SLocal_07** (New)	-	-	-	-	-	80%	Head of Health, Safety, Compliance and Emergency Planning Services The 20% tolerance is to allow for sub-contractors and licensed waste removals to be completed as part of a competitive tender.

4. Key Tasks and Priorities for Improvement 2025/26 – 2027/28 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	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce draft statement of accounts in accordance with statutory deadlines **FP2023_07**	Draft accounts to be produced and published by 30 June for external auditors to scrutinise	None	Head of Finance Services June 2025	Use of an additional interim officer to support the accounts closedown and audit process.
Complete the installation of new Civica Income Management system and undertake post implementation review **FP2023_02**	Fully operational income management system to include functional bank reconciliation modules to provide an efficient and effective process.	Civica ICT and Business Transformation team	Head of Finance Services Chief Accountant July 2025	Resourcing of service. Opportunities for efficiencies through improved operation of the system.

Action	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 **FP2427_01**	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 September 2025	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.
Complete the migration and upgrade of Revenues system to the Cloud platform **RBCS2528_04** (New)	Fully operational revenue and benefits system and to provide additional business continuity arrangements	Capita ICT and Business Transformation team	Head of Revs, Bens & Customer Services September 2025	Resourcing of service. Opportunities for efficiencies through improved operation of the system.
Review and enhance the Council's contract management framework across the Council **FP2326_02**	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 June 2025	Further opportunities for savings and efficiencies may be achieved through effective contract management.

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Community Governance Review 2025 **LS2528_01** (New)	Revision of parish boundaries in the North of the Borough.	Parish Councils Town Councils Nottinghamshire County Council Internal • Legal Services • Electoral Services • GIS Officer	Head of Legal (Deputy Monitoring Officer) Timetable to be agreed	A Community Governance Review will commence after May 2025
Roll out phase 3 of the committee management system **DEM2427_01**	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 May 2027	Reduction in printing, postage and printing costs for Agendas. Within existing budget. The performance measure **GSLocal_008** records progress towards achieving the completion of Phase 3.
Complaint Handling Annual Self-Assessment Form **DEM2528_01** (New)	The Complaint Handling Annual Self-Assessment form be completed and published by April 2025 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 2025	Within existing budget All services will be involved in the Complaints Process to provide the data required

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Introduce a new Unreasonable Complainant Behaviour Policy **DEM2528_02** (New)	The Unreasonable Complainant Behaviour framework to be updated to consider behaviour towards Members and contact by non-complainants	Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman (HO)	Head of Democratic Services and Deputy Monitoring Officer Complaints Officer March 2026	Within existing budget
Annually review the People Strategy 2025-29 **HR2326_01.1**	Review the People Strategy and incorporate it into the Organisational Development Strategy	Internal	Human Resources Manager January 2026	Implement new strategy and review actions
Consolidate Family Friendly Policies **HR2427_01.2**	Amalgamate all Family Friendly Policies (Maternity/Paternity etc.)	Trade Unions	Human Resources Manager March 2026	Reduce turnover, retain employees
Quality Mark for Carers In Employment **HR2427_01.4**	Achieve standard	Nottinghamshire Carers Association	Human Resources Manager March 2026	Improve employees who care and support
Armed Forces Covenant **HR2427_01.5**	Achieve Gold Award Status	Armed Forces	Human Resources Manager December 2025	Demonstrate the Council's continued support for the Armed Forces.
Complete the installation Property Management system **CP2124_01a**	Fully operational property management system that is able to generate reporting and invoicing to ensure efficient solution.	Civica ICT and Business Transformation team	Head of Asset Management June 2025	Resourcing of service. Opportunities for efficiencies through improved operation of the system.

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Introduce effective management and ICT systems in the Estates Team **CP2124_01**	Readily available information on a day to day basis to enable efficient estate management	Working with Legal, ICT, Economic Development, Commercial Manager	Estates Manager September 2025	Cabinet approved funding for a Property Management system on 23 July 2024.
Maximise commercial revenue from Beeston Square **CP2225_01**	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 2025	Income generating but may require some expenditure on external advice
Energy Efficiency Schemes **CP2326_01a**	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.
Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited **BBC2022a**	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 2027	Subject to review

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Replacement gym equipment at Council owned Leisure Centres **BBC2022c**	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 December 2026	Will depend on agreed replacement programme
Deliver Communication and Engagement Strategy 2023-26 **CCCS2326_01**	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	66% of actions in strategy completed or in progress.
Embed the management system to manage Asbestos and Fire Registers for the Council **H&S2528_01** (New)	Ensure all relevant actions are identified as a result of the FRA and Asbestos Assessments and remedial actions are taken timely	Health and Safety Capital Works Housing Services External agencies	Head of Asset Management and Development Head of Health, Safety, Compliance and Emergency Planning March 2025	External Agencies to undertake assessment of property portfolio and buildings built before 2000 to identify compliance issues. Costs within the Housing Business Plan 2025/28
Devise a Health and Safety management framework and process to review procedures and compliance - to include site visits, regular reviews, assessments and feedback **H&S2427_02**	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	Head of Health, Safety, Compliance and Emergency Planning June 2025	The new Health and Safety Management framework is anticipated to be in place by 31 March 2025. However, the task will remain in the business plan to ensure that it is embedded appropriately.

Action	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Emergency Planning Proficiency **H&S2528_02** (New)	Embed the Emergency Planning arrangements with all relevant Employees and Members	Executive Director Heads of Service Health and Safety Members	Head of Health, Safety, Compliance and Emergency Planning March 2026	The Emergency Planning process to be integrated into the Emergency Response plan and Business Continuity Plan with key stakeholders assigned to Emergency Response or Business Continuity. Training will need to be delivered to key stakeholder groups.

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	Action	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
General Condition Surveys Maintenance costs will be confirmed following the condition survey.	**AMD2528_01**	50,000	-	-
Efficiencies Generated				
Non-cashable savings as a result of investment in new ICT e.g. new estates management system	**-**	To be determined	To be determined	To be determined
New business/ Increased income				
Rent increases from existing Industrial Units**	**CPData_01**	30,000	30,000	30,000
Net Change in Revenue Budgets		***Note**	***Note**	***Note**

* Note: Budget implications to be considered and confirmed once project business cases have been finalised.
** The total income received is subject to occupancy of the Industrial Units

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 **FP2023_07**	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
Roll out phase 3 of the committee management system **DEM2427_01**	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
Complaint Handling Annual Self-Assessment Form **DEM2528_01**	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 **CP2326_01a**	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 **CCCS2326_01**	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 **H&S2578_01**	None-compliance with legislation could result in harm to service Users and Officers, damage to reputation and financial penalties	Yes - Risk –1, 7, 21	The management system will enable compliance to be monitored and identify works required

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Devise a Health and Safety management framework and process to review procedures and compliance, to include site visits, regular reviews, assessments and feedback **H&S2427_02**	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.
Emergency Planning **H&S2528_02**	Natural Disaster, Non Compliance to legislation, Reputational Damage	Yes - Risk 1, 7 and 21	Updated Business Continuity plans and fully trained team to respond to Emergencies.

The updated risks in the Strategic Risk Register as at February 2025:

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 7: Not complying with legislation
Risk 8: Failure of Financial Management and/or budgetary control
Risk 9 Failure to maximise collection of income due to the Council
Risk 10: Failure of key ICT systems
Risk 19: High levels of sickness
Risk 20: Inability to recruit and retain employees 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 and vulnerable adults etc.
Risk 24: Failure to achieve commitment of being carbon neutral for the Council's own operations by 2027

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