

RESOURCES BUSINESS PLAN 2022–2025

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 is revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Finance and Resources Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

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

The Council's Values are:

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

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

Housing – A good quality affordable home for everyone

Business Growth – invest in our towns and people

Environment – Protect the environment for the future

Health – Support people to live well

Community Safety – A safe place for everyone

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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision for 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2024	Chief Executive
Business Strategy	Designed to ensure that the Council is: <ul style="list-style-type: none"> • 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. 	Twice per annum	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
Commercial Strategy	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	March 2023	Deputy Chief Executive Commercial Manager

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
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	Twice per annum	Deputy Chief Executive
Annual Statement of Accounts	Summarises the Council's finances at the end of each financial year	Annually	Head of Finance Services
Housing Revenue Account (HRA) Business Plan	Provides a 30-year forecast of revenue and capital expenditure and income on the Council's 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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Treasury Management Strategy	Provides the framework within which the Council's 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
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.	December 2022	GMT 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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Procurement and Commissioning Strategy	Provides a framework for the approach to procurement and commissioning and ensures that these activities contribute to the Council's corporate priorities and objectives.	Reviewed Annually. Updated every five years	Deputy Chief Executive Chief Audit and Control Officer
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.	June 2022	Head of Finance Services Chief Audit and Control Officer
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 committees 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.	Reviewed annually – renewal date May 2022 Updated earlier if necessary	Monitoring Officer Deputy Monitoring Officers
Code of Conduct	Sets out standards of behaviour expected Members of the Council to ensure the Council is operating with integrity, professionalism and transparency, to promote and maintain public confidence and the Council's reputation.	Reviewed annually – renewal date March 2022	Monitoring Officer Deputy Monitoring Officers
Legal RIPA Strategy	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.	Updated as necessary	Chief Executive Head of Legal Monitoring Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Asset of Community Value Register Strategy	<p>Defines the procedure and approach to be taken to deal with all applications submitted under Part 5 Chapter 3 Localism Act 2011 to list assets as an asset of community value.</p> <p>To maintain and publish a register of all assets of community value.</p>	Annually	Head of Legal Services
Administrative Services Electoral Services Service Standard	Provides standards and targets for the delivery of services.	Annually	Head of Administrative Services
Local Land Charges Service Standard	Provides standards and targets for the delivery of services.	Annually	Head of Administrative Services
Business Support Service Level Agreements	Provide standards and targets for the delivery of support to service areas.	Annually	Head of Administrative Services
Governance Services Complaints Procedure	Provide standards and targets for the delivery of service.	Reviewed Annually	Complaints Procedure
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 2022	Information Governance Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Information Management Strategy	<p>The framework and policies to enable effective Information Management arrangements ensuring that information assets are known, maintained, enhanced, shared.</p> <p>Ensure information is accessible to inform decision making.</p> <p>Supported by the Council's Document Retention Schedule that ensures records are maintained and disposed of in accordance with current legislation.</p>	Reviewed annually updated as necessary	Information Governance Officer
Information Sharing Protocol	Facilitate the sharing of information with Nottinghamshire Police.	Update as necessary	Nottinghamshire Police
Human Resources People Strategy 2019-2022	Strategic direction and actions for development and planning of skills and capacity to deliver services now and in the future.	March 2022	Chief Executive
Single Status Conditions of Service	Comprehensive set of employment policies, practices and conditions of service for all employees.	Ongoing review	Human Resources Manager
Pay Policy	Sets out the Council's approach to remuneration, pay and conditions of employment.	Annually	Payroll Manager
Learning and Development Policy	Policy, principles and procedure for the delivery of corporate training and development needs across the Council.	December 2021	Human Resources Manager
Equal Opportunities Policy	Statement of intent, responsibilities and actions in respect of equality and diversity for employees and services provided by the Council.	March 2022	Human Resources Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Equality and Diversity Policy	Outlines the Council's legal duties and sets out the corporate framework for work on equality and diversity.	March 2022	Human Resources Manager
Apprenticeship Strategy	Sets out the Council's approach to increasing the number of apprentices and use of the apprenticeship levy.	March 2022	Chief Executive
Organisational Development Strategy 2020-2024	To enable the Council to meet current and future organisational aims and objectives through the recruitment, development, and retention of a well led highly skilled, flexible and motivated workforce supported by well-aligned strategy and processes, and full use of new technology.	March 2024	Chief Executive
Council Property Asset Management Strategy	Guide the Council's future strategic property decisions and inform more detailed management plans relating to individual assets. Establish strategic principles to enable the Council to manage its assets more effectively and share its property strategies and accommodation needs with other organisations more easily.	February 2022	Deputy Chief Executive Head of Asset Management and Development
Broxtowe Leisure Facilities Strategy	The future of leisure facilities within the Borough of Broxtowe.	March 2023	Deputy Chief Executive Managing Director Liberty Leisure Limited
Health and Safety Health and Safety Policy	Statement of intent, responsibilities and actions in respect of all health and safety issues.	Annually	Health and Safety Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Health and Safety Codes of Practice	Provision of practical advice and guidance.	Various dates	Health and Safety Manager
Safe Systems of Work Procedures	Guidance on safe systems of work and best practice.	Ongoing	Health and Safety Manager

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Finance Services

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

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

Legal Services

- Legal
 - Provide an experienced and high quality legal service to all departments in the Council, members in order to assist in achieving the Council's five corporate objectives
- Attend and advise at Planning Committee, Licensing & Appeals, Alcohol & Entertainment Committee and other Committees as required
 - To advise Members and Officers to support the decision making processes of the Authority
 - 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 Officer 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

Administrative Services

- Electoral Services
 - Ensure that as many electors as possible are included in the Register of Electors
 - Ensure that facilities are available to enable all electors to vote
 - Ensure that ward and polling district boundaries reflect as far as possible the communities within the borough
- Land Charges
 - Maintain an accurate register of Local Land Charges relating to all identifiable properties within the borough
 - Provide a comprehensive service to the public and to the conveyancing industry in the supply of that information

- Business Support Services
 - Provide effective support to all service areas within the Council

Governance Services

- Complaints
 - To coordinate and respond to formal complaints from members of the public about council services
- Democratic Representation
 - To provide a comprehensive committee administration service to Council, Committees and the public
 - To ensure compliance with the Council's constitution
- 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 Chief Officers
- Information Management (including Freedom of Information; Environmental Information Regulations; Reuse of Public Sector Information; Information Assets and Transparency Code)
 - To ensure that requests for information and re-use of information are dealt with in accordance with statutory deadlines
 - To ensure that the Council's Information Assets Register is up to date
 - To ensure that all information required to be published is on the Council's website
- CCTV / Security
 - To develop and provide a responsive efficient and cost effective CCTV/Security service to help tackle crime, disorder, and anti-social behaviour
- Parking Services
 - To develop and provide an efficient off-street parking service in accordance with the Traffic Management Act 2004

Human Resources

- Human Resources
 - To ensure that the Council complies with all relevant legislation and supports positive employment practices through the provision of advice, guidance and support on all aspects of HR service delivery relating to terms and conditions of employment, employment law and codes of practice in accordance with corporate aims and objectives
 - To ensure the Council is able to identify the skills needed to deliver services to the community and is able to recruit, retain and develop people with those skills
 - To ensure that the Council complies with equalities law and promotes equality and diversity through the delivery of a programme of initiatives which link to the aims of the Council's Equality and Diversity policy and framework and objectives
- Learning and Development
 - To increase learning across the organisation through the delivery of a wide range of corporate learning and development programmes and initiatives which enable employees to successfully deliver efficient and effective services

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

Council Property

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

Health and Safety

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

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Service Data Description (Pentana Code)	Actual 2018/19	Actual 2019/20	Actual 2020/21	Comments including benchmarking data
Debtor invoices raised (FPData_01)	4,953	4,703	5,088	Value of £6.1m in 2020/21.
Creditor payments made (FPData_02)	15,369	13,004	13,375	Consistent with 2019/20.
Insurance claims received (FPData_03)	39	49	52	Excludes non-BBC claims received through Claims Portal.
Long-term Debt at 31 March (FPData_04)	£82.8m	£82.8m	£77.3m	£5.5m of PWLB loans due for repayment in 2021/22 moved to 'short-term loans'.
Investments at 31 March (FPData_05)	£12.9m	£14.6m	£16.3m	£8.0m in long term investments with £8.3m in short term UK banks/building societies and Money Market Funds.
Purchase Orders raised (FPData_06)	5,692	6,349	5,431	Completed and outstanding orders. Due to COVID-19 services were reduced resulting in fewer orders.
Works and Goods and Services contracts identified on the Contracts Register (FPData_07)	91	90	110	These contracts cover an equivalent annual spend in excess of £11m. The increase reflects a number of ICT contracts now listed which were not included previously.
Grant applications processed from voluntary organisations (FPData_08)	47	43	26	Excludes grant aid requests from parish councils.
Section 106 Agreements completed (DSdata_10)	3	6	2	The data indicates this will increase with the increase in development in the Borough.
Contracts completed (LADData_11)	2	3	8	
Council house sales completed (LADData_13)	3	7	6	Houses and flats sold under Right to Buy Scheme
Number of matters issued in the Magistrates Court (LADData_14)	5	4	2	
Numbers of matters issued in County Court (including Money claims/Sundry Debt) (LADData_15)	8	2	8	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) (LADData_24) (New)	-	-	97	New Service Data measure from April 2022.

Service Data Description (Pentana Code)	Actual 2018/19	Actual 2019/20	Actual 2020/21	Comments including benchmarking data
Number of commercial leases completed (LADData_25) (New)	-	-	8	New Service Data measure from April 2022
Land Charges searches processed (LADData_02)	744	625	622	There has been a decrease in searches due to a decline in property sales. However, the position has improved slightly over the last 6 months.
Personal Land Charges searches processed (LADData_03)	1,657	1,590	1,782	Increased competition from private searches with no fee contributed to the decrease.
Freedom of Information requests (LADData_07)	96	82	72	
Complaints determined by Ombudsman (LADData_08)	13	15	11	
Number of public committee meetings held (GSDData_01)	66	68	73	
Number of Subject Access Requests (GSDData_02) (New)	92	103	195	
Number of tickets issued by off-street car park pay and display machines (PMDData_01)	745,079	707,959	297,960	Car Parking was offered without charges during lockdown.
Number of on-street Penalty Charge Notices issued (PMDData_02)	4,335	4,635	2,758	
Number of off-street charge notices issued (PMDData_03)	3474	2879	1,212	Off-street charge notices were not issued during lockdown.
Number of chargeable parking spaces (PMDData_04)	782	782	704	Spaces reduced due to redevelopment on the site.
Average learning days per employee (HRData_01)	2.3	2.9	1.9	Due to the pandemic throughout 2020/21 all face to face training was suspended. Some providers offered virtual training courses, normally via ZOOM, however the number was diminished.
Training sessions attended by members (HRData_01a)	23	74	11	A couple of Members completed various e-learning courses within Broxtowe Learning Zone and one Member attended a virtual East Midlands Council course.
Work experience placements provided (HRData_02)	15	9	0	Due to the COVID-19 pandemic and restrictions all work experience offers were suspended throughout the entire 2020/21 year.

Service Data Description (Pentana Code)	Actual 2018/19	Actual 2019/20	Actual 2020/21	Comments including benchmarking data
Applications received for vacancies (HRData_05)	772	930	879	This underlines the importance of being able to attract people with the right skills to work for Broxtowe. In many areas there are skill shortages and difficulties in recruiting.
Applications received electronically (HRData_06)	746	923	879	Majority of applications received online.
Applications received in the post (HRData_07)	26	7	2	Reduction in postal applications is a positive development.
Permanent appointments (HRData_08)	50	43	34	As a result of being unable to recruit there are more interim placements through agencies to enable services to continue delivering to the public.
Permanent leavers (HRData_09)	63	45	41	
Temporary appointments (excluding relief positions) (HRData_10)	4	12	10	
Apprentices in post at 31 March (HRData_24)	3	5	5	At 31 March 2021 there were 5 Apprentices in post: <ul style="list-style-type: none"> • Accounts Assistant Apprentice • Business Support Apprentice • HR/Learning & Development Apprentice • ICT Apprentice • Legal Apprentice
Broxtowe Learning Zone courses available (HRData_25)	58	61	64	Three new courses launched during 2020/21 <ul style="list-style-type: none"> • DSE & Home Working, • ICT Induction for new starters • Annual Fire Safety Awareness 18 other courses were updated and two converted to the new Adapt version
Broxtowe Learning Zone courses completed (HRData_26)	5,575	4,695	4,692	Slight reduction from 2019/20 despite the pandemic, and a reduction in staff numbers. Since launch in 2014 to the end of March 2021, a cumulative total of 30,231 courses have been completed.
Staff working beyond age of 65 (HRData_16)	10	8	16	
Top 5% of earners who are women (HRData_21)	33%	33%	37.5%	National figure for local authorities is 49.4% (2018/19)

Service Data Description (Pentana Code)	Actual 2018/19	Actual 2019/20	Actual 2020/21	Comments including benchmarking data
Top 5% of earners from black and minority ethnic communities (HRData_22)	0%	0%	4.76%	Not all employees declare National figure for local authorities is 7.1% (2018/19)
Top 5% of earners with a disability (HRData_23)	5.26%	5.56%	10.00%	Not all employees declare they have a disability. National figure for local authorities is 2.1% (2018/19)
Number of commercially available Industrial Units (CPData_01)	60	60	62	Two new Industrial Units built during 2020/21. 100% let.
Property Assets excluding HRA (CPData_02)	152	153	148	List of properties being reviewed.
Asset Value of Council Property excluding HRA (CPData_03)	£30.3m	TBC	TBC	
Number of commercially available Retail Units (CPData_04) (New)	12	12	17	Beeston Square Phase 1 includes 11 retail and 1 gym. Beeston Square Phase 2 includes 5 units completed 2021
Number of commercially available Business Hub Units (CPData_05) (New)	1	1	2	Stapleford Hub was completed in 2020/21
No. of accidents (H&SData_02)	38	42	33	
No. of reportable accidents (H&SData_03)	5	2	3	

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 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % (BVPI 8)	99.3%	97.2%	98.6%	99%	99%	99%	Head of Finance Services
Working days (per FTE) lost due to sickness absence (BVPI12a)	8.69	10.88	7.89	7.50	7.50	7.50	Payroll Manager In 2018/19 the average working days lost due to sickness was 9.80. The lowest recorded from one local authority was 7.10 with the highest reported as 13.90
Working days (per FTE) lost due to short term absence (HRLocal_17)	3.22	3.34	2.33	2.50	2.50	2.50	
Working days (per FTE) lost due to longer term absence (HRLocal_18)	5.47	7.54	5.56	5.00	5.00	5.00	

OTHER PERFORMANCE INDICATORS

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

Key Performance Indicators (KPI)

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	97.6%	92.6%	96.5%	98%	98%	98%	Head of Finance Services

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	83.5%	83.4%	75.2%	90%	90%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year (FPLocal_03)	97%	86%	89%	90%	90%	90%	Chief Audit and Control Officer
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	90%	90%	90%	95%	95%	95%	Chief Audit and Control Officer Procurement and Contracts Officer Due to the pandemic, strategic decisions were taken to roll-on some existing low value contracts, instead of retendering. Focus was on carrying out robust procurement exercises on the high value strategically critical contracts.
Number of cases issued at magistrates' court which were successful and a sentence was imposed (LALocal_13)	100%	100%	100%	90%	100%	100%	Head of Legal Services and Deputy Monitoring Officer
Full registration of unregistered deed packets with Land Registry (LSLocal_01) (New)	-	-	-	-	64	64	A total of 613 Deed packets still need to be registered as of 19 October 2021. With the current resource available Legal services can currently to register 16 Deed packets a month. Land Registry target is for all public sector owned land to be registered by 2025.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (LSLocal_02) (New)	-	-	-	-	80%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
First draft of contract completed within 10 working days from receipt of full instruction (LSLocal_03) (New)	-	-	-	-	80%	90%	Head of Legal New Performance Indicator 2022/23 Links with Business Growth Objective.
First draft of commercial lease completed within 10 working days from receipt of full instruction (LSLocal_04) (New)	-	-	-	-	80%	90%	Head of Legal New Performance Indicator 2022/23 Links with Business Growth Objective.
Individually registered electors in the borough (LALocal_08)	84,788	87,126	85,744	87,500	87,500	87,500	Head of Administrative Services 84,226 registered electors on 1 December 2021.
Freedom of Information requests replied to within 20 working days % (LALocal_12)	96.5%	96.0%	96.3%	85% (Revised)	85%	85%	Head of Governance and Deputy Monitoring Officer The national target set by the Information Commissioners' Office is 85%.
Subject Access Requests responded to within one month (GSLocal_001)	N/A	N/A	N/A	100%	100%	100%	Head of Governance and Deputy Monitoring Officer

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
LALocal_04 The % of complaints acknowledged within the specified time (LALocal_04)	94%	97%	97.5%	100%	*100%	*100%	Head of Governance and Deputy Monitoring Officer <i>*Acknowledgements to be made in five working days from May 2021 in accordance with legislation.</i>
Councillors with an Annual Training Plan (GSLocal_02)	N/A	N/A	N/A	25%	100%	100%	Head of Governance and Deputy Monitoring Officer
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006) (New)	-	-	-	-	100%	100%	Head of Governance and Deputy Monitoring Officer New performance indicator 2022/23 Legislative requirement for (proposed) Cabinet Model.
The number of Call-Ins following Cabinet decisions responded to in full within legislative timescale (GSLocal_007) (New)	-	-	-	-	100%	100%	Head of Governance and Deputy Monitoring Officer New Performance indicator 2022/23 Legislative requirement for (proposed) Cabinet Model.
Level of Equality Framework for Local Government to which the Council conforms (BVPI 21)	Ach.	Ach.	Ach.	Ach.	Ach.	Exc.	Ach.=Achieving Exc.=Excellent
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	6.90%	6.25%	6.92%	8%	8.5%	9%	Improvement on the previous year despite recruitment slowing down during pandemic. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters. Not all employees declare a disability.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Ethnic minority representation in the workplace (BVPI 17a)	6.44%	7.24%	8.24%	8%	9%	10%	The latest census data shows that 7.8% of individuals within the borough are from a BAME background.
Annual employee turnover (HRLocal_06)	13.98%	10.32%	5.06%	12%	12%	12%	Human Resources Manager 13% for local authorities in England 2018/19.
Employees qualified to NVQ Level 2 and above (HRLocal_07)	85%	87%	86%	88%	88%	88%	Positive increase on previous year Overall skills levels remain stable, as nearly all new starters now come with level 2 or above. If the number of leavers with higher qualifications is higher than the number of new starters this results in a slight overall skill level drop.
Industrial Units vacant for more than 3 months (CPLocal_01)	1.6%	1.7%	0%	5%	5%	5%	Estates Manager The industrial units have had some tenant changes but remain fully let.
Industrial Unit tenants with rent arrears (CPLocal_02)	1.6%	5%	1.98%	5%	5%	5%	Estates Manager
Beeston Square Shops vacant for more than 3 months % (CPLocal_05)	7.69%	0%	19%	5%	6%	6%	Estates Manager Two units vacant out of 11 shops. From 2022/23 indicator will include Phase 2 (a further 5 units) Refurbishment of part of the square is planned.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
% occupancy of Business Hub Units (CPLocal_08) (New)	-	-	-	-	85%	85%	Head of Asset Management and Development New Performance Indicator 2022/23. A percentage void is desirable to offer space to newly developed businesses whilst other growing businesses move out.

Management Performance Indicators (MPI)

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	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)	39	49	56	50	48	46	Chief Audit and Control Officer
Insurance - Claims closed over a three year period settled at nil cost to the Council (FPLocal_07)	45%	47%	49%	50%	50%	50%	Chief Audit and Control Officer
Internal Audit - Planned audits of key financial systems completed in year (FPLocal_12)	92%	86%	70%	100%	100%	100%	Chief Audit and Control Officer Three audits were deferred as part of a revision to the Internal Audit Plan approved in November 2020 to reduce COVID-19 work related the pressure on the audit work programme. These audits were included in the Plan for 2021/22.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Internal Audit - Timeliness of reporting from completion of the audit to distribution of draft report (working days) (FPLocal_13)	n/a	n/a	n/a	10	10	10	Chief Audit and Control Officer Baseline year is 2021/22
Internal Audit - Actions implemented as agreed by management (beyond the follow-up period) (FPLocal_14)	n/a	n/a	n/a	90%	90%	90%	Chief Audit and Control Officer Baseline year is 2021/22
Number/% of Templates and Precedents reviewed in Case Management System annually (LALocal_15) (New)	-	-	-	50%	90%	90%	Head of Legal Services and Deputy Monitoring Officer New Performance Indicator 2022/23
Number/% of Instruction Pro-Formas fully completed and received from Client Departments for new legal service instructions (LALocal_16) (New)	-	-	-	80%	90%	100%	Head of Legal and Deputy Monitoring Officer New Performance Indicator 2022/23
Complaints determined by the Local Government/ Housing Ombudsman against the Council (LALocal_07)	5	2	6	0	0	0	Head of Governance and Deputy Monitoring Officer The Ombudsman may investigate any enquiry received as a complaint made against the Council.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Formal Complaints dealt with internally (LALocal_06)	29	41	59	0	0	0	Head of Governance and Deputy Monitoring Officer Number of stage 2 complaints increased during 2020/21. No single reason for the increase, some can be attributed to service disruption due to the pandemic.
Committee Agendas issued in line with legislative timescales to enable Council meetings to be proceed (GSLocal_003)	100%	100%	100%	100%	100%	100%	Head of Governance and Deputy Monitoring Officer
Minutes published on the Council's Website within 10 working days of the meeting. (GSLocal_004)	N/A	N/A	N/A	100%	100%	100%	Head of Governance and Deputy Monitoring Officer Indicator introduced in 2020/21
The number of challenges to the accuracy of minutes (LALocal_09)	N/A	1	1	0	0	0	Head of Governance and Deputy Monitoring Officer
Decisions for Council meetings published to Officers within 3 working days of the meeting. (GSLocal_005)	N/A	N/A	N/A	100%	100%	100%	Head of Governance and Deputy Monitoring Officer Indicator introduced in 2020/21
Net Cost of the Car Parking Service (PMLocal_01)	£9,413.82	£34,647	£201,689	TBC	TBC	TBC	Head of Governance and Deputy Monitoring Officer Previous years costs were revised in 2020. Income fell significantly in 2020/21 due to the global pandemic.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Job applications received from ethnic minorities (HRLocal_01)	27.43%	23.71%	27.04%	30%	30%	30%	Human Resources Manager
Appointments from BME Groups (HRLocal_02)	10.26%	18.8%	31.25%	21%	21%	21%	Human Resources Manager 9% increase on 2018/19
Applications received from self-declared disabled people (HRLocal_03)	9.20%	6.43%	5.08%	12%	12%	12%	Human Resources Manager Decreasing however not all applicants self-declare as having a disability
Appointments from self-declared disabled applicants (HRLocal_04)	3.18%	5.66%	7.84%	10%	10%	10%	Human Resources Manager Increasing however not all applicants self-declare as having a disability
Apprentice positions offered (JBGLocal_02)	3	7	6	3	7	7	Human Resources Manager Target reduced as the 2019/20 apprentices secured a permanent post. This reduced the availability of apprenticeship posts.
Work experience opportunities offered (JBGLocal_01)	17	9	0	20	20	20	Human Resources Manager Due to the ongoing COVID Pandemic and the continuation of lockdown restrictions work experience placements have been suspended in 2020/21
Staff Satisfaction at being led by managers (HRLocal_09)	-	78%	78%	100%	100%	100%	Human Resources Manager Result from staff survey that represents an average of seven questions about Line Manager.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Staff level of trust and confidence in their managers (HRLocal_10)	-	45%	57%	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)	-	83%	79%	100%	100%	100%	Human Resources Manager Result from staff survey.
Staff receiving an annual appraisal (HRLocal_12)	90%	82%	81%	100%	100%	100%	Human Resources Manager 478 Appraisals required. 387 were completed.
Staff who have undertaken equality and diversity training (i.e. current validation) (HRLocal_13)	-	98%	96%	100%	100%	100%	Human Resources Manager Indicator introduced in 2019/20. Majority of the training is provided by Broxtowe Learning Zone online.
Gender Pay Gap (HRLocal_14)	6.53%	4.90%	3.59%	6.00%	3.00%	3.00%	Payroll Manager Broxtowe BC Gender Pay Gap 4.90% (national mean figure is 6.1% for local authorities 2019/20)
Managers who have received Mental Health Awareness Training (over a three year period) (HRLocal_15)	-	67%	-	33%	100%	100%	Human Resources Manager In 2019/20 Mental Health Awareness for Managers training was offered to all managers. 67% attended and received the certificate which is valid for 3 years. No further events were offered in 2020/21 due to the pandemic.

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
No of days lost as a result of work related stress (HRLocal_16)	191	314	347	180	150	150	
Employees who have completed on-line code of conduct training (HRLocal_19)	-	94.00%	88.5%	100%	100%	100%	Human Resources Manager Indicator introduced in 2019/20 Training provided by Broxtowe Learning Zone online.

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/22 – 2023/24 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
Review and update the Financial Regulations for approval by Members FP2023_01	The Council's updated Financial Regulations to be adopted by the Council.	None	Deputy Chief Executive Head of Finance December 2022	Approval required at Full Council
Produce draft statement of accounts in accordance with statutory deadlines FP2023_07	Final draft accounts to be produced for external auditors to scrutinise by end of July	None	Head of Finance Services July 2022	Additional interim support agreed by Finance and Resources Committee on 10 October 2019.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implementation of Intelligent Scanning ensuring automated matching of valid purchase orders to invoices FP1922_03	Ensure compliance with Financial Regulations in respect of raising purchase orders. Reduction in time taken to process invoices received. Effective internal control and reduction of paper invoices	Civica	Head of Finance Services Chief Accountant June 2022	Efficiency expected with improved speed and accuracy of processing
Review the Civica Pay/ ICON Finance System FP2023_02	Resolve technical issues in respect of the Civica Pay / ICON system and bank reconciliation modules. Procurement exercise to be planned in advance of new contract in 2024	Civica	Head of Finance Chief Accountant March 2023	Resourcing of service
Determine the Council's procurement approach to ensure that it meets needs and objectives FP1922_05	Review current procurement arrangements to ensure that the Council has sufficient expertise to maintain compliance with regulations.	To be determined	Head of Finance Services Chief Audit and Control Officer September 2022	May require additional resources – Impact to be determined.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement and further develop the new contract management framework across the Council FP2023_05	Establishing a corporate contract management framework to include performance management arrangements / reporting.	None	Chief Audit and Control Officer Procurement and Contracts Officer June 2022	Opportunities for savings and efficiencies may be achieved through effective contract management.
Further develop the existing Internal Audit collaboration with Erewash Borough Council FP2023_06	Establishing a more formal arrangement and structure for delivery of resilient internal audit services at the two authorities.	Erewash Borough Council	Chief Audit and Control Officer June 2022	Further resilience, efficiency and opportunity for nominal income generation achieved through collaboration. Aim to be at least budget neutral but may require additional resources – impact to be determined.
Progressing the completion of First Registration of Council owned land LA1821_02	Achieve 100% registration of unregistered Council land	Land Registry Planning and Regeneration Team Legal Officers	Head of Legal and Deputy Monitoring Officer December 2025	Additional resource recruited Land Registry backlog may affect timescales

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Draft constitution to a Leader/Cabinet Governance Model LS2225_01 (New)	Roll out relevant training to allow the new Cabinet Governance Model to commence from May 2022	Senior Officers Democratic Services Officers Members Monitoring Officer Deputy Monitoring Officers	Monitoring Officer Deputy Monitoring Officers Head of Governance May 2022	External support may be required to complete task to achieve the tight deadline
To undertake a service review and develop Service Level Agreements for internal clients of Legal Services LS2225_02 (New)	Aligning service delivery to service needs and expectations. To support with corporate plan delivery	Client departments Head of Services and Officers	Head of Legal & Deputy Monitoring Officers Senior Officers April 2022	To ensure client department needs are met appropriately and efficiently to improve service resilience.
Investigation of Iken Software to improve case management and reporting of Legal services workflow LS2225_03 (New)	Workflow Module to streamline the process and efficiency when dealing with instructions. Management Information module will produce reports that will help manage and develop the team's performance and provide necessary case reports for the client departments.	ICT Iken Legal Officers Finance	Head of Legal May 2022	Budget to be estimated costs £5,000 with annual fee of £1000. Budget pending GMT approval

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p>To collate and evaluate data and findings of the service review against the data from the new Iken modules to consider whether a legal service structure review is required</p> <p>LS2225_04 (New)</p>	<p>To establish whether we have sufficient resource and necessary skills within the team to deliver the required service.</p>	<p>Heads of Services Officers Finance</p>	<p>Head of Legal September 2022</p>	<p>Possible budgetary requirements, if it is found that we need more legal resource. Although, there is also a potential for efficiencies to be identified.</p>
<p>Transfer of land charges function to Land Registry</p> <p>DEM1518_02</p>	<p>Fully electronic register and successful transfer to Land Registry</p>		<p>Head of Administrative Services March 2023</p>	<p>The Council will receive New Burdens Funding for the ongoing maintenance of the Land Charges Register. The level of funding is unknown at this stage. Income from CON29 enquiries will continue.</p>
<p>Community Governance Review</p> <p>DEM1518_01</p>	<p>Revision of all parish boundaries so that existing anomalies are removed wherever possible</p>		<p>Head of Administrative Services June 2022</p>	<p>Work commenced in June 2021 and will be concluded to enable any changes to boundaries to be effective for the elections in May 2023.</p>

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Polling District Review AS2225_01 (New)	Revision of Polling District boundaries in light of changes made to parish boundaries through the Community Governance Review and a full review of polling places and polling stations to ensure that they are all still appropriate and accessible		Head of Administrative Services December 2022	Work will commence in July 2022 and will be concluded to enable any changes in either Polling District boundaries and/or polling places to be effective for the elections in May 2023.
Development of Performance Standards for the Electoral Registration Officers function AS2225_02 (New)	A range of performance measures which will ensure that the standards set by the Electoral Commission for the electoral registration function and elections are met		Head of Administrative Services May 2022	The standards will be reviewed regularly to ensure that outcomes are still appropriate
Roll out phase 2 of the committee management system DEM1922_01	More efficient and effective production and distribution of agendas and improved website information		Democratic Services Manager April 2022	Programme in development to produce reports internally through the management system Within existing budget

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Undertake service review DEM2124_04	To establish and define the functions, procedures and performance standards within Governance Services to ensure legislative and corporate requirements are met, updating policies as required		Head of Governance May 2022	Head of Governance and Deputy Monitoring Officer Within existing budget
Expand Member Development Programme to include new training to update knowledge / skills DEM2225_01 (New)	Enhance the member training programme to update skills to promote sound decision-making		Head of Governance June 2023	Head of Governance and Deputy Monitoring Officer Within existing budget
To define the System of Governance for the (proposed) Cabinet model DEM2225_02 (New)	A robust framework to support the decision making work of elected members	Independent Remuneration Panel Chief Officers	Head of Governance May 2022	Head of Governance and Deputy Monitoring Officer Within existing budget

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement, Review and adjust the System of Governance for the (proposed) Cabinet model DEM2225_03 (New)	Ensure the (proposed) System of Governance for the Cabinet model is effective and meets the needs to the Council's constitution		Head of Governance July 2022	Head of Governance and Deputy Monitoring Officer Within existing budget
Evaluate the provision of mobile surveillance camera to provide flexibility of the service to meet changing demands DEM2225_04 (New)	To assess funding required to enhance the service		Head of Governance CCTV and Parking Manager September 2022	Cost of mobile surveillance camera – estimated £10K
All Managers at Broxtowe to be offered mental health first aid training (HR2225_01) (New)	Managers become more skilled at supporting employees through mental health challenges	Health and Safety Manager	Human Resources Manager March 2023	Delivered in house within existing resources

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
75% of Managers at Broxtowe to be offered neurodiversity training (HR2225_02) (New)	Managers are more skilled at managing employees with neurodiverse conditions	A suitable provider will be found within financial standing orders	Human Resources Manager March 2023	Within existing corporate training budget
Produce and start to implement a new Wellbeing Strategy (HR2225_03) (New)	Support the wellbeing of the workforce and assist in managing stress related absence	None	Human Resources Manager September 2022	Reduced absence will improve productivity
Complete a new Learning and Development action plan and implement it (HR2225_04) (New)	Raise skills of employees, fill skill gaps, producing better outcomes for residents	Any external input to delivering the plan will be done within existing financial standing orders	Human Resources Manager June 2022	Costs within corporate training budget

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Refresh, renew and implement the Apprenticeship Strategy and action plan (HR2225_05) (New)	Increase the number of apprentices employed by the council Reduce the average age of the workforce Improve succession planning Fill skill gaps and grow our own workforce	Work with local colleges and universities and other training providers which run suitable training courses for apprentices	Human Resources Manager May 2022	Costs within existing staffing budget
Review, streamline and simplify the application and recruitment process (HR2225_06) (New)	Increase numbers of applications for jobs at Broxtowe	N/A	Human Resources Manager May 2022	Fewer unfilled vacancies will reduce agency costs
Implement a rolling schedule of HR policy reviews (HR2225_07) (New)	Ensure the HR policy suite is up to date and fit for purpose	Policies are amended in consultation with LJCC and Unions	Human Resources Manager March 2023	The aim is to reduce the number of policies and consolidate relevant policies to make the process more efficient and less bureaucratic

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement the replacement asset management plan for 2021 to 2026 (CP2023_01)	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager April 2026	Tender process undertaken. Report to Committee in January 2022
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 2022	Cost of any required software upgrades, possible use of external valuers to assist with asset valuations
Maximise commercial revenue from Beeston Square (CP2225_01) (New)	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 2023	Income generating but may require some expenditure on external advice

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited BBC2022a (New)	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 Client Officer BBC Deputy Chief Executive Managing Director Liberty Leisure Limited	Subject to review
Replacement gym equipment at Council owned Leisure Centres BBC2022c (New)	Agree a gym equipment replacement programme with Liberty Leisure Limited and source the equipment required to.	BBC Procurement Officer Liberty Leisure Limited	BBC Client Officer BBC Deputy Chief Executive June 2023	Will depend on agreed replacement programme
Devise a schedule to monitor compliance with H&S strategies and documents H&S2225_01	Schedule and carry out targeted audits on specific topics. Update documents and strategies codes of practice at least every 3 years	Share best practice with other districts	Health and Safety Manager June 2022	Within existing Budget

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Develop further training and mentoring for managers H&S2124_04	Ensure managers are competent to manage health and safety within their own sections / departments.	Cross-Council and share best practice with other districts	Health and Safety Manager July 2022	Within existing Budget

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	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £
Budget Implications				
Provision of mobile surveillance camera – subject to evaluation. <i>Estimated cost of £10,000</i>	DEM2225_04	(Est) 10,000	0	0
Progressing the completion of First Registration of Council owned land	LA1821_02	TBC	-	-
Improve IKEN Case Management System - reporting and workflow for Legal Services – <i>Estimated costs of £5,000 install and £1,000 annually</i>	LS2225_03	(Est) 5,000	(Est) 1,000	(Est) 1,000
Review of Legal Services	LS2225_04	TBC	-	-
Efficiencies Generated				
Improvements in the IKEN Case Management System – Enabling reporting and improved workflow for Legal Services	LS2225_03	-	TBC	TBC
Reduce absence – <i>Estimated efficiencies</i>	HR2225_03	(Est) 20,000	30,000	40,000
New business/increased income				
Erewash Internal Audit	FP2023_06	TBC	TBC	TBC
Net Change in Revenue Budgets		Note*	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 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 Commissioning and Procurement Strategy, Capital Strategy and Asset Management Strategy
Failure of financial management and/or budgetary control	Production of monthly budgetary control reports (revenue/capital) plus reviews of systems and Internal Audit scrutiny
Not complying with domestic	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 FP1922_01	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
Introduce Intelligent Scanning to all Departments FP1922_03	Staff absences or other work demands impacting on ability to meet deadlines	Yes – Risk 8	Detailed plans and training provided by software provider
Progressing the completion of First Registration of Council owned land LA1821_02	Could result in encroachment by third parties, necessitating legal action to remove them and potential consequential cost implications	Yes - Risks 1, 2, 3, 14 and 20	Register all unregistered land asap. Review additional resource options to complete the task sooner. Closely monitor progress of first registration plan
Draft constitution to a Leader/Cabinet Governance Model LS2225_01 (New)	Failure to have an appropriate governance model to operate the Council's functions. Consequential legal financial and reputational risks.	Yes - Risks 1 and 18	Possible external support required to deliver revised constitution by the tight deadline of May 2022
Review of Code of Conduct. <i>Linked to</i> LS2225_01 (New)	Failure to set appropriate standards could result in poor behaviour from Members and unlawful decision making. Consequential, damage to reputation of Members and the Council, potential legal claims and cost implications.	Yes - Risks 1 and 18	A Member task group has been consulted on amendments to the Code. Final amendments to be made to existing document before being presented to Governance, Audit and Standards Committee and Full Council to approve
Investigation of workflow and Management Information Modules LS2225_03 (New)	Potential delays in improving service processes, reporting and case management.	Yes - Risks 1 and 2	Investigate the additional modules

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Transfer of land charges function to Land Registry DEM1518_02	It is unlikely that funding from the Government will cover the loss of income	Yes – Risk 2	Include within Medium Term Financial Strategy
Implementation of committee management system DEM1518_01	System does not deliver the anticipated benefits	Yes – Risk 2	Implementation plan including testing and training
Implement, Review and adjust the System of Governance for the (proposed) Cabinet model DEM2225_03 (New)	The Council's decision making, transparency and accountability are impaired	Yes – Risk 18	Follow appropriate legislation to change the governance model. Develop a model with robust reporting procedures by working with Members and Officers
Evaluate the provision of mobile surveillance cameras to provide flexibility of the service to meet changing demands DEM2225_04 (New)	Reduced resource may impact on community safety	Yes – Risks 13 and 21	Work with Procurement Officer and Officers
Maximising commercial revenue from Beeston Square (CP2225_01) (New)	Wider economic position including possible future COVID-19 restrictions	Yes – Risk 6	Active management of lease events and maintenance, external advice where beneficial

Risks as extracted from the Strategic Risk Register as at November 2021:

- Risk 1:** Failure to maintain effective corporate performance management
- Risk 2:** Failure to obtain adequate resources to achieve service objectives
- Risk 3:** Failure to deliver the HRA Business Plan
- Risk 4:** Failure of strategic leisure initiatives
- Risk 6:** Failure to complete the re-development of Beeston town centre
- Risk 7:** Not complying with domestic or European legislation
- Risk 8:** Failure of Financial Management and/or budgetary control
- Risk 13:** Failure to contribute effectively to dealing with crime and disorder
- Risk 14:** Failure to provide housing in accordance with the Local Development Framework
- Risk 18:** Corporate and/or political leadership adversely impacting upon service delivery

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

Risk 21: Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.

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