

RESOURCES BUSINESS PLAN 2023–2026

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

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

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

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

The Council's Values are:

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

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

Housing – A good quality affordable home for everyone

Business Growth – Invest in our towns and people

Environment – Protect the environment for the future

Health – Support people to live well

Community Safety – A safe place for everyone

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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision for 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2024	Chief Executive
Business Strategy	Designed to ensure that the Council is: <ul style="list-style-type: none"> • 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
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	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
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

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 2023	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 2024 Updated earlier if requested	Head of Finance Services Chief Audit and Control Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<p>Monitoring Officer</p> <p>Constitution</p>	<p>Overarching framework of how the Council must operate to ensure legal compliance and good governance in its decision making. Sets out terms of references for full Council, Cabinet and Officer delegations. Defines procedures which must be followed to enable the Council to comply with its legal obligations in relation to contracts and procurement.</p>	<p>May 2023 (Reviewed annually) Updated earlier if necessary</p>	<p>Monitoring Officer Deputy Monitoring Officers</p>
<p>Code of Conduct</p>	<p>Sets out standards of behaviour expected of the Council Members to ensure the Council is operating in line with the Code of Conduct to promote integrity, professionalism and transparency, to maintain public confidence and the Council's reputation.</p>	<p>May 2023 (Reviewed annually)</p>	<p>Monitoring Officer Deputy Monitoring Officers</p>
<p>Legal</p> <p>RIPA Policy</p>	<p>Provides the necessary framework and approach to be taken when the Council considers acquiring powers under RIPA 2000 to conduct covert investigations. Sets out the requirement to maintain a Central Register of all issued authorisations.</p>	<p>November 2023 (Reviewed Annually)</p>	<p>Chief Executive Head of Legal and Deputy Monitoring Officer</p>
<p>Asset of Community Value Register Policy</p>	<p>Defines the procedure and approach to be taken to deal with all applications submitted under Part 5 Chapter 3 Localism Act 2011 to list assets as an asset of community value.</p> <p>To maintain and publish a register of all assets of community value.</p>	<p>December 2023 (Reviewed every three years)</p>	<p>Head of Legal Services and Deputy Monitoring Officer</p>

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Administrative Services			
Business Support Service Level Agreements	Provide standards and targets for the delivery of support to service areas.	Annually	Head of Administrative Services
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 2024	Organisations with which the Council works as set out in the Information Sharing Protocol
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.	Update as necessary	Information Governance Officer
Information Sharing Protocol	Facilitate the sharing of information with Nottinghamshire Police.	Update as necessary	Nottinghamshire Police
Democratic Services			
Complaints Procedure	Provide standards and targets for the delivery of service.	Reviewed Annually	Complaints Procedure
Human Resources			
People Strategy 2020-2024	Strategic direction and actions for development and planning of skills and capacity to deliver services now and in the future.	September 2023	Chief Executive
Single Status Conditions of Service	Comprehensive set of employment policies, practices and conditions of service for all employees.	March 2024	Human Resources Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Pay Policy	Sets out the Council's approach to remuneration, pay and conditions of employment.	March 2024	Payroll and Job Evaluation Manager
Apprenticeship Strategy	Sets out the Council's approach to increasing the number of apprentices and use of the apprenticeship levy.	March 2025	Chief Executive
Equality and Diversity Policy	Outlines the Council's legal duties and sets out the corporate framework for work on equality and diversity.	June 2023	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.	June 2023	Human Resources Manager
Learning and Development Policy	Policy, principles and procedure for the delivery of corporate training and development needs across the Council.	June 2025	Human Resources Manager
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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<p>Council Property</p> <p>Asset Management Strategy</p>	<p>Adopt and implement the strategies set out in the Asset Management Strategy 2022/25.</p> <p>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.</p>	<p>December 2025 (Regular reviews to be undertaken)</p>	<p>Deputy Chief Executive</p> <p>Head of Asset Management & Development</p> <p>Head of Housing</p>
<p>Broxtowe Leisure Facilities Strategy</p>	<p>The future of leisure facilities within the Borough of Broxtowe.</p> <p>Asset Management to establish immediate wants of repairs to Bramcote Leisure Centre to enable the leisure centre to be able the site to continue to be operational in a safe and compliant manner.</p>	<p>March 2023</p>	<p>Deputy Chief Executive</p> <p>Managing Director Liberty Leisure Limited</p>

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<p data-bbox="203 312 607 379">Communications, Cultural and Civic Services</p> <p data-bbox="203 400 640 467">Communications and Engagement Strategy 2023-26</p>	<p data-bbox="674 360 1509 427">Strategic plan for how the Council will communicate and engage with its stakeholders.</p>	<p data-bbox="1550 360 1615 387">2026</p>	<p data-bbox="1803 360 2018 576">Communications, Cultural and Civic Services Manager Cultural Services Manager</p>
<p data-bbox="203 612 472 647">Health and Safety</p> <p data-bbox="203 668 524 695">Health and Safety Policy</p>	<p data-bbox="674 663 1491 730">Statement of intent, responsibilities and actions in respect of all health and safety issues.</p>	<p data-bbox="1550 663 1738 778">February 2024 (Reviewed Annually)</p>	<p data-bbox="1803 663 2007 730">Health and Safety Manager</p>
<p data-bbox="203 815 562 882">Health and Safety Codes of Practice</p>	<p data-bbox="674 815 1227 842">Provision of practical advice and guidance.</p>	<p data-bbox="1550 815 1765 962">Various dates (Reviewed every 3 years of earlier if required)</p>	<p data-bbox="1803 815 2007 882">Health and Safety Manager</p>
<p data-bbox="203 1000 495 1067">Safe Systems of Work Procedures</p>	<p data-bbox="674 1000 1357 1027">Guidance on safe systems of work and best practice.</p>	<p data-bbox="1550 1000 1659 1027">Ongoing</p>	<p data-bbox="1803 1000 2007 1067">Health and Safety Manager</p>

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 effective, efficient, 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
 - 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 & Appeals, Alcohol & Entertainment Committee and other Committees / sub-committees, Panels 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
 - To provide legal advice to protect the Council's legal position across all Council functions.'

Monitoring Officer

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

Administrative Services

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

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

Democratic Services

- Complaints
 - To coordinate and respond to formal complaints from members of the public about council services
- 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

Human Resources

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

- Learning and Development
 - To increase learning across the organisation through the delivery of a wide range of corporate learning and development programmes and initiatives which enable employees to successfully deliver efficient and effective services

Payroll and Job Evaluation

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

Council Property

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

Communications, Cultural and Civic Services

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

Health and Safety

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

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Service Data Description (Pentana Code)	Actual 2019/20	Actual 2020/21	Actual 2021/22	Comments including benchmarking data
Debtor invoices raised (FPData_01)	5,576	4,215	4,419	Value of £3.7m in 2021/22.
Creditor payments made (FPData_02)	13,004	13,375	14,200	Increasing payments being made post-COVID
Insurance claims received (FPData_03)	49	56	51	Excludes non-Council claims received through Claims Portal.
Long-term Debt at 31 March (FPData_04)	£82.8m	£77.3m	£87.1m	£4.5m of PWLB loans due for repayment in 2022/23 moved to 'short-term loans'.
Investments at 31 March (FPData_05)	£14.6m	£16.3m	£19.7m	£8.0m in long term investments with £11.7m in short term UK banks/building societies and Money Market Funds.
Purchase Orders raised (FPData_06)	6,349	5,431	6,265	Completed and outstanding orders. During 2021/22 services were reduced due to COVID resulting in fewer orders.
Works and Goods and Services contracts identified on the Contracts Register (FPData_07)	90	110	109	These contracts cover an equivalent annual spend of over £12.1m.
Grant applications processed from voluntary organisations (FPData_08)	43	26	33	Excludes grant aid requests from parish councils.
Section 106 Agreements completed (DSdata_10)	6	2	6	Links to Business Growth Objective.
Contracts completed (LADData_11)	23	18	14	Links to Business Growth Objective.
Council house sales completed (LADData_13)	17	16	19	Houses and flats sold under Right to Buy Scheme. Links with Housing Objective.
Number of matters issued in the Magistrates Court (LADData_14)	4	2	1	Links with Community Safety objective.
Numbers of matters issued in County Court (including Money claims/Sundry Debt) (LADData_15)	12	8	12	Legal Services will only be instructed when the claim needs to be issued in Court via Money Claims Online. The number of money claims/sundry debt claims submitted have significantly reduced due to Legal Services only issuing on claims for non-payment of Leasehold charges.
Number of general enquiries dealt with (Legal) (LADData_24)	-	97	117	New Service Data measure from April 2022.

Service Data Description (Pentana Code)	Actual 2019/20	Actual 2020/21	Actual 2021/22	Comments including benchmarking data
Number of commercial leases completed (LADData_25)	-	8	8	New Service Data measure from April 2022
Land Charges searches processed (LADData_02)	625	622	652	There was a slight increase in the number of official searches processed during the year.
Personal Land Charges searches processed (LADData_03)	1,590	1,782	2,050	As there is no fee charged for personal searches, the number of enquiries continues to increase.
Freedom of Information requests (LADData_07)	872	742	782	
Number of Subject Access Requests (GSDData_02)	103	195	177	
Number of tickets issued by off-street car park pay and display machines (PMDData_01)	707,959	297,960	472,529	Car Parking is recovering at a steady rate following the pandemic.
Number of on-street Penalty Charge Notices issued (PMDData_02)	4,635	2,758	-	These are no longer recorded as the service is carried out by Nottinghamshire County Council.
Number of off-street charge notices issued (PMDData_03)	2,879	1,212	1,387	Off-street charge notices were reduced due to long-term absence
Number of chargeable parking spaces (PMDData_04)	782	704	661	Spaces reduced due to redevelopment on the site.
Net Cost of the Car Parking Service (PMLocal_01)	£34,647	£201.7k	£65,919	Income is increasing again following the pandemic.
Complaints determined by Ombudsman (LADData_08)	15	11	10	
Number of public committee meetings held (GSDData_01)	68	73	76	
Average learning days per employee (HRData_01)	2.9	1.9	1.1	Some staff on furlough in 2021/22 due to the pandemic. Limited face to face training was provided, but some virtual training courses provided. Data for agency staff is not recorded on the Broxtowe Learning Zone system.
Training sessions attended by members (HRData_01a)	74	11	34	Records indicate Committee Training meetings, online webinars hosted by Local Government Association and East Midlands Councils. E-learning courses were completed voluntarily.

Service Data Description (Pentana Code)	Actual 2019/20	Actual 2020/21	Actual 2021/22	Comments including benchmarking data
Work experience placements provided (HRData_02)	9	0	5	Due to pandemic restrictions all work experience offers were suspended throughout 2020/21. Quarter 4 of 2021/22 was the first time placements were offered since the pandemic.
Applications received for vacancies (HRData_05)	930	879	724	Underlines the importance of attracting people with the right skills to work for Broxtowe. In many areas there are skill shortages and difficulties in recruiting.
Applications received electronically (HRData_06)	923	879	724	All applications received online in 2021/22.
Applications received in the post (HRData_07)	7	2	0	Reduction in postal applications is a positive development.
Permanent appointments (HRData_08)	43	34	57	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)	45	41	72	
Temporary appointments (excluding relief positions) (HRData_10)	12	10	8	
Apprentices in post at 31 March (HRData_24)	5	5	8	At 31 March 2022 there were 8 Apprentices in post, including <ul style="list-style-type: none"> • Business Support x2 • Finance Services • Grounds Maintenance • Housing Services x2, • Legal Services • Mechanic
Broxtowe Learning Zone courses available (HRData_25)	61	64	64	Six new courses added throughout the year, but offset against deleting some unutilised courses no longer needed
Broxtowe Learning Zone courses completed (HRData_26)	4,695	4,692	6,552	BBC incl. agency = 5,614 Liberty Leisure Limited = 938
Staff working beyond age of 65 (HRData_16)	8	16	20	
Top 5% of earners who are women (PJEData_01)	33%	37.5%	33.3%	National figure for local authorities is 49.4% (2018/19)
Top 5% of earners from ethnic minority communities (PJEData_02)	0%	4.76%	9.52%	Not all employees declare National figure for local authorities is 7.1% (2018/19)

Service Data Description (Pentana Code)	Actual 2019/20	Actual 2020/21	Actual 2021/22	Comments including benchmarking data
Top 5% of earners with a disability (PJEData_03)	5.56%	10.00%	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	62	62	Two new Industrial Units built during 2020/21. 1 unit currently vacant awaiting repairs.
Property Assets excluding HRA (CPData_02)	153	148	148	
Asset Value of Council Property excluding HRA (CPData_03)	33.2m	28.8m	30.8m	
Number of commercially available Retail Units (CPData_04) (New)	12	16	16	Beeston Square Phase 1 includes:- <ul style="list-style-type: none"> • 12 ground floor retail units (2 units combined) • 1 first floor gym • 1 first floor office suite Note: former Argos/Explore Learning Units refurbished and therefore number may vary during 2023 dependent upon split and also 1st floor letting to leisure user Beeston Square Phase 2 includes:- <ul style="list-style-type: none"> • 5 units completed 2021 (but 2 units combined) • 1 tenant defaulted. • First floor comprises Cinema
Number of commercially available Business Hub Units (CPData_05) (New)	1	2	2	Stapleford Hub was completed in 2020/21
Online transactions (CCCSLocal_01) (New)	861,244	484,040	447,999	
Social media reach (CCCSData_02) (New)	58,996	68,101	73,048	
Email Me subscribers (CCCSLocal_03) (New)	20,808	24,320	26,343	
Mayoral visits (CCCSData_01) (New)	272	277	204	
No. of accidents (H&SData_02)	42	33	35	41 Incidents reported including 6 near misses
No. of reportable accidents (H&SData_03)	2	3	4	

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 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2022/23	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 30 Days % (BVPI 8)	97.2%	98.6%	99.0%	99.0%	99.0%	99.0%	Head of Finance Services Achieved 98.98% in 2021/22.
Working days (per FTE) lost due to sickness absence (BVPI12a)	10.88	7.89	11.77	7.50	7.50	7.50	Payroll and Job Evaluation Manager Human Resources Manager
Working days (per FTE) lost due to short term absence (HRLocal_17)	3.34	2.33	3.89	2.50	2.50	2.50	The latest available data showed that 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 longer term absence (HRLocal_18)	7.54	5.56	7.88	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 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Invoices paid within 20 days (FPLocal_09)	92.6%	96.5%	97.4%	98%	98%	98%	Head of Finance Services

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Sundry debtors raised in any one financial year paid in that year (FPLocal_02)	83.4%	75.2%	86.7%	90%	90%	90%	Head of Revenues, Benefits and Customer Services
Internal Audit: Planned audits completed in year (FPLocal_03)	86%	89%	72%	90%	90%	90%	Chief Audit and Control Officer Outturn for 2021/22 was negatively impacted by a vacancy within the Internal Audit team. A new appointment has since been made from August 2022.
Procurement compliant contracts as identified in the Contracts Register (FPLocal_11)	90%	90%	92%	95%	95%	95%	Chief Audit and Control Officer; and Procurement and Contracts Officer Due to the pandemic, strategic decisions were taken to roll-on some existing low value contracts, instead of retendering. Focus was on carrying out robust procurement exercises on the high value strategically critical contracts.
Full registration of unregistered deed packets with Land Registry (LSLocal_01)	-	-	-	192 (revised)	192	192	The Land Registry's target to register all government owned land is December 2025. Legal Services aim to achieve to register 18-20 applications a month.
First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (LSLocal_02)	-	-	-	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
Review and advise on contract within 10 working days from receipt of full instruction (LSLocal_03)	-	-	-	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	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)	-	-	-	80%	90%	90%	Head of Legal Services New Performance Indicator 2022/23 Links with Business Growth Objective.
Individually registered electors in the borough (ES_S1.2)	87,126	85,744	84,226	86,000 (revised)	86,000	86,000	Head of Administrative Services 84,568 registered electors on 1 December 2022.
Freedom of Information requests replied to within 20 working days (LALocal_12)	96%	96%	96%	85%	85%	85%	Head of Administrative Services National target set by the Information Commissioners' Office is for 85% of Freedom of Information requests to be replied to within 20 working days. 2019/20 = 750 of 782 Requests in time 2020/21 = 712 of 742 Requests in time 2021/22 = 838 of 872 Requests in time
Subject Access Requests responded to within one month (GSLocal_001)	100%	100%	100%	100%	100%	100%	Head of Administrative Services
Complaints acknowledged within the specified time (LALocal_04)	97%	98%	*100%	*100%	*100%	*100%	Head of Democratic Services and Deputy Monitoring Officer <i>*Acknowledgements to be made in five working days from May 2021 in accordance with legislation.</i>

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Members attending training opportunities as a percentage of the whole (GSLocal_002)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New performance indicator 2022/23 no comparable previous data.
Publish Cabinet Minutes within 3 working days of the meeting (GSLocal_006)	-	-	-	100%	100%	100%	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)	-	-	-	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer New Performance indicator 2022/23 Legislative requirement for Cabinet Model.
Level of Equality Framework for Local Government to which the Council conforms (BVPI 21)	Ach.	Ach.	Ach.	Ach.	Ach.	Exc.	Ach.= Achieving Exc.= Excellent
Employees declaring that they meet the Equality Act 2010 disability definition (BVPI 16a)	6.3%	6.9%	7.0%	8.0%	8.5%	9.0%	Human Resources Manager Improvement on the previous year. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters. Not all employees declare a disability.
Ethnic minority representation in the workplace (BVPI 17a)	7.2%	8.2%	7.7%	8%	9%	10%	The census data for 2021 indicates that 21.1% of the Borough's population considers themselves to be from an ethnic background.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Annual employee turnover (HRLocal_06)	10.3%	5.1%	15.8%	12%	12%	12%	Human Resources Manager 13% for local authorities in England 2018/19.
Employees qualified to NVQ Level 2 and above (HRLocal_07)	87%	86%	87%	88%	88%	88%	Human Resources Manager Positive increase on previous year
Industrial Units vacant for more than 3 months (CPLocal_01)	1.7%	0%	1.0%	5%	5%	5%	Estates Manager The industrial units have had some tenant changes but are fully let with the exception of one small unit where repairs are required.
Industrial Unit tenants with rent arrears (CPLocal_02)	5.0%	2.0%	11.0%	5%	5%	5%	Estates Manager In 2021/22 there were seven industrial units with arrears out of 63.
Beeston Square Shops vacant for more than 3 months % (CPLocal_05)	0.0%	19.0%	19.0%	6%	0%	<6%	Estates Manager Two units vacant out of 12 grounds floor shops in Phase 1. Refurbishment may create an additional shop unit on completion. From 2022/23 indicator will include Phase 2 comprising 5 food and beverage units (2 units combined) and cinema. One unit is vacant. Refurbishment of the former Argos unit has been completed. The space will now be marketed for letting.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Occupancy of Business Hub Units - Beeston (CPLocal_08a) (New)	-	-	-	85%	85%	85%	Head of Asset Management & Development New Performance Indicator 2022/23. A percentage void is desirable to offer space to newly developed businesses whilst other growing businesses move out
Occupancy of Business Hub Units - Stapleford (CPLocal_08b) (New)	-	-	-	85%	85%	85%	Head of Asset Management & Development New Performance Indicator 2022/23. A percentage void is desirable to offer space to newly developed businesses whilst other growing businesses move out
Online transactions (CCCSLocal_01) (New)	658,244	484,040	447,999	450,000	460,000	475,000	Communications, Cultural and Civic Services Manager 2019/20 planning searches were significantly higher, likely due to a number of high profile planning applications. A number of new developments have impacted on the total transactions such as housing rents moving to direct debits, dispensation parking moving back to Nottinghamshire County Council and reduced use of the kiosk during and since the pandemic and since.
Social media reach (CCCSLocal_02) (New)	1,964,112	2,354,645	1,730,609	1,800,000	2,000,000	2,200,000	Communications, Cultural and Civic Services Manager
Email Me subscribers (CCCSLocal_03) (New)	20,808	24,320	26,343	28,000	30,000	35,000	Communications, Cultural and Civic Services Manager

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Employees who are aware of the Council's vision and long term goals (CCCSLocal_04) (New)	N/A	68%	78%	77% (actual)	80%	85%	Communications, Cultural and Civic Services Manager
Employees who feel informed (CCCSLocal_05) (New)	N/A	57%	53%	62% (actual)	65%	70%	Communications, Cultural and Civic Services Manager
Residents who feel the Council listens to them (CCCSLocal_06) (New)	41%*	54%*	50%	27% (actual)	30%	35%	Communications, Cultural and Civic Services Manager *In 2019/20, 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) (New)	59%	64%	65%	65% (actual)	67%	70%	Communications, Cultural and Civic Services Manager
Residents who are satisfied or very satisfied with the Borough as a place to live (CCCSLocal_08) (New)	74%	73%	76%	76% (actual)	78%	80%	Communications, Cultural and Civic Services Manager

Management Performance Indicators (MPI)

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	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)	49	56	51	48	46	44	Chief Audit and Control Officer
Insurance - Claims closed over a three year period settled at nil cost to the Council (FPLocal_07)	47%	49%	83%	50%	50%	50%	Chief Audit and Control Officer
Internal Audit - Planned audits of key financial systems completed in year (FPLocal_12)	86%	70%	56%	100%	100%	100%	Chief Audit and Control Officer Outturn for 2021/22 was negatively impacted by a vacancy within the Internal Audit team and prioritising higher-risk audits that remained outstanding following the disruption caused by the Covid-19 pandemic. The vacancy has been filled from 1 August 2022. All key financial systems will be reviewed in 2022/23.
Internal Audit - Timeliness of reporting from completion of the audit to distribution of draft report (working days) (FPLocal_13)	n/a	n/a	3	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	73%	90%	90%	90%	Chief Audit and Control Officer Baseline year is 2021/22

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number/% of Templates and Precedents reviewed in Case Management System annually (LALocal_15)	-	-	-	50%	90%	90%	Head of Legal Services and Deputy Monitoring Officer Performance Indicator introduced 2022/23 – Documents are to be reviewed annually
Number/% of Instruction Pro-Formas fully completed and received from Client Departments for new legal service instructions (LALocal_16)	-	-	-	90%	100%	100%	Head of Legal and Deputy Monitoring Officer Performance Indicator introduced 2022/23
Percentage of applications For Registration processed within 5 working day (ES_S1.5) (New)	-	-	-	Baseline Year	95%	95%	Head of Administrative Services New Performance Indicator 2023/24
Percentage of applications Change of Address forms processed within 5 days of the Date of Move (ES_S1.7) (New)	-	-	-	Baseline Year	100%	100%	Head of Administrative Services New Performance Indicator 2023/24
Complaints determined by the Local Government/ Housing Ombudsman against the Council (LALocal_07)	2	6	4	0	0	0	Head of Democratic Services and Deputy Monitoring Officer The Ombudsman may investigate any enquiry received as a complaint made against the Council.
Formal Complaints dealt with internally (LALocal_06)	41	59	37	0	0	0	Head of Democratic Services and Deputy Monitoring Officer Number of stage 2 complaints increased during 2020/21. No single reason for the increase, some can be attributed to service disruption due to the pandemic.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Minutes published on the Council's Website within 10 working days of the meeting. (GSLocal_004)	N/A	N/A	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer Indicator introduced in 2020/21
The number of challenges to the accuracy of minutes (LALocal_09)	1	1	0	0	0	0	Head of Democratic Services and Deputy Monitoring Officer
Decisions for Council meetings published to Officers within 3 working days of the meeting. (GSLocal_005)	N/A	N/A	100%	100%	100%	100%	Head of Democratic Services and Deputy Monitoring Officer Indicator introduced in 2020/21
Job applications received from ethnic minorities (HRLocal_01)	23.7%	27.0%	19.3%	30%	30%	30%	Human Resources Manager
Appointments from ethnic minority groups (HRLocal_02)	18.8%	31.3%	12.8%	21%	21%	21%	Human Resources Manager 9% increase on 2018/19
Applications received from self-declared disabled people (HRLocal_03)	6.43%	5.08%	5.69%	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)	5.66%	7.84%	4.88%	10%	10%	10%	Human Resources Manager Decreasing however not all applicants self-declare as having a disability.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Work experience opportunities offered (JBGLocal_01)	9	0	5	20	20	20	Human Resources Manager Due to the COVID Pandemic quarter 4 2021/22 was the first time Work Experience placements were able to be offered since the pandemic.
Apprentice positions offered (JBGLocal_02)	7	6	7	7	7	7	Human Resources Manager Mixture of directly recruited and internal apprenticeships during 2021/22.
Staff Satisfaction at being led by managers (HRLocal_09)	78%	78%	82%	100%	100%	100%	Human Resources Manager Result from staff survey that represents an average of seven questions about Line Manager – now reduced to 5 questions
Staff level of trust and confidence in their managers (HRLocal_10)	45%	57%	65%	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%	86%	100%	100%	100%	Human Resources Manager Result from staff survey
Staff receiving an annual appraisal (HRLocal_12)	82%	81%	79%	100%	100%	100%	Human Resources Manager
Staff who have undertaken equality and diversity training (i.e. current validation) (HRLocal_13)	98%	96%	92%	100%	100%	100%	Human Resources Manager Majority of the training is provided by Broxtowe Learning Zone online

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Gender Pay Gap (PJELocal_01)	4.90%	3.59%	6.06%	3%	3%	3%	Payroll and Job Evaluation Manager Based on the most up to date information from the GOV.UK website, the highest mean gender pay gap for a local authority in Nottinghamshire is 6.9% with the lowest being -3.5%.
Managers who have received Mental Health Awareness Training (over a three year period) (HRLocal_15)	67%	0%	0%	100%	100%	100%	Human Resources Manager Due to COVID regulations and working from home no Mental Health Awareness training offered throughout 2021/2022 to managers. To be renewed in early 2022. The Health and Safety Manager is delivering a one day Mental Health First Aid course for Senior Managers and Line Managers
No of days lost as a result of work related stress (HRLocal_16)	314	347	162	150	150	150	
Employees who have completed on-line code of conduct training (HRLocal_19)	94.0%	88.5%	93.2%	100%	100%	100%	Human Resources Manager Training provided by Broxtowe Learning Zone online
Employees who are aware of the values (CCCSLocal_09) (New)	N/A	90%	93%	90% (actual)	92%	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) (New)	N/A	77%	83%	81% (actual)	83%	85%	Communications, Cultural and Civic Services Manager

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES

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

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

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
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 Services September 2023	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 May	None	Head of Finance Services May 2023	Use of additional interim support as agreed by Finance and Resources Committee on 10 October 2019.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review the Civica Pay/ ICON Finance System FP2023_02	Resolve technical issues in respect of Civica Pay / ICON system and bank reconciliation modules. Procurement exercise planned in advance of new contract in 2024	Civica New contract may be tendered through a procurement framework in partnership with Newark and Sherwood District Council and others.	Head of Finance Services Chief Accountant March 2024	Resourcing of service. Opportunities for efficiencies through improved operation of the system.
Review and update of the Council's procurement arrangements to ensure continued compliance and meeting business need FP2326_01 (New)	Review of the Contract Procedure Rules to incorporate procurement legislation which is due to be updated in 2023. Review of Procurement and Commissioning Strategy.	Internal (including Legal Services)	Head of Finance Services Chief Audit and Control Officer Procurement and Contracts Officer September 2023	Resourcing of service.
Review and enhance the Council's contract management framework across the Council FP2326_02 (New)	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 September 2023	Further opportunities for savings and efficiencies may be achieved through effective contract management.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
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 2023	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.
Review and update the Council's Risk Management Strategy FP2326_03 (New)	Present an updated Risk Management Strategy to Governance, Audit and Standards Committee for approval and adoption.	Internal (including GMT)	Strategic Risk Management Group Head of Finance Services June 2023	Opportunities for savings and efficiencies may be achieved through effective risk management.
Progressing the completion of First Registration of Council owned land LA1821_02	Achieve 100% registration of unregistered Council land by December 2025	Land Registry Planning and Regeneration Team Legal Officers	Head of Legal and Deputy Monitoring Officer December 2025	Land Registry backlog may affect timescales with the applications being processed and registered. No impact on the submission of applications.
Transfer of land charges function to Land Registry DEM1518_02	Fully electronic register and successful transfer to HM Land Registry		Head of Administrative Services March 2023	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.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Community Governance Review – (Phase 2) DEM1518_01	Revision of parish boundaries so that existing anomalies are removed wherever possible	Parish / Town Councils	Head of Administrative Services June 2024	It is expected that work will commence in June 2023 focussing on parishes in the north of the borough. Any changes to boundaries will be effective for the elections in May 2027.
Development of Performance Standards for the Returning Officer function AS2326_01 (New)	A range of performance measures which will ensure that the standards set by the Electoral Commission for elections are met		Head of Administrative Services May 2023	The standards will be reviewed regularly to ensure that performance indicators and 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		Head of Democratic Services and Deputy Monitoring Officer February 2023	Programme in development to produce reports internally through the management system Within existing budget.
Expand Member Development Programme to include new training to update knowledge / skills DEM2225_01	Enhance the member training programme to update skills to promote sound decision-making		Head of Democratic Services and Deputy Monitoring Officer June 2023	Within existing budget.
Review and adjust the System of Governance for the Cabinet model DEM2225_03	Ensure the system of Governance for the Cabinet model is effective and meets the needs to the Council's constitution		Head of Democratic Services and Deputy Monitoring Officer May 2023	Within existing budget.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
All Managers at Broxtowe to be offered mental health first aid training (HR2225_01)	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
75% of Managers at Broxtowe to be offered neurodiversity training (HR2225_02)	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
Review, streamline and simplify the application and recruitment process (HR2225_06)	Increase numbers of applications for jobs at Broxtowe	N/A	Human Resources Manager April 2023	Fewer unfilled vacancies will reduce agency costs
Implement a rolling schedule of HR policy reviews (HR2225_07)	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
Review the People Strategy 2020/24 (HR2326_01) (New)	Review the People Strategy and incorporate it into the Organisational Development Strategy	N/A	Human Resources Manager September 2023	
Review the Grievance Policy (HR2326_02) (New)	Review and refresh the Grievance Policy with Trade Unions	Trade Unions	Human Resources Manager June 2023	

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officer Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review the Attendance Management Policy (HR2326_03) (New)	Review and Refresh the policy to ensure fit for purpose in post-Pandemic	N/A	Human Resources Manager August 2023	
Employee Induction Policy and Guidance (HR2326_04) (New)	Design and implement onboarding process for new employees	N/A	Human Resources Manager December 2023	
Equal Opportunities Policy (HR2326_05) (New)	Review and incorporate into Recruitment Policy	N/A	Human Resources Manager June 2023	
Update the Single Status Conditions of Service (HR2326_06) (New)	Review and ensure Green Book / Red Book terms are reviewed for all employees	N/A	Human Resources Manager March 2024	
Complete an annual review of equality and Diversity activity (HR2326_07) (New)	To promote equality and diversity internally and through service delivery by ensuring a review of annual activity and production of a policy framework; and annual action plan	N/A	Chief Executive June 2023	
Implement the replacement asset management plan for 2022 to 2025 (CP2023_01)	Seek to restore income from commercial assets post COVID and maximise efficiency for non-commercial assets	Tenant and Leaseholders	Estates Manager March 2025	Report to Cabinet at regular intervals on progress

Action (Pentana Code)	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 2023	Cost of any required software upgrades, possible use of external valuers to assist with asset valuations
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 2023	Income generating but may require some expenditure on external advice
Energy Efficiency Schemes CP2326_01a (New)	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.
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 Client Officer BBC Deputy Chief Executive Managing Director Liberty Leisure Limited September 2023	Subject to review

Action (Pentana Code)	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 Client Officer BBC Deputy Chief Executive March 2025	Will depend on agreed replacement programme
Deliver Communication and Engagement Strategy 2023-26 CCCS2326_01 (New)	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	
Updating Emergency Plan H&S2326_01 (New)	Review and refresh the Emergency Plan	N/A	Health and Safety Manager April 2023	
Introduce and expand the use of Resilience Direct H&SS2326_02 (New)	Fully embed the use of Resilience Direct. Ensuring appropriate Employees have access and exercises are carried out	N/A	Health and Safety Manager August 2023	Once the Emergency Plan and the Business Continuity Plans have been uploaded to Resilience Direct, the aim is to test Employees knowledge of the plans through quizzes/exercises

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

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

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
Budget Implications				
Iken - Cost of obtaining two modules Iken Workflow and MI Modules, includes costs of licence fee (£3,095); training (2 days £1,500); and £800 MI annual fee.	-	£5,400	£800	£800
Efficiencies Generated				
Legal Services generated an average annual income of £15,000 in the last 3 years. The additional modules will allow full processes to be implemented and increase efficiency, resilience and capacity in the team to enable better use of resources and enable the team to offer external services to other local authorities in the future with a view of increasing our income stream. This will enable Fee Earners to use their time effectively which will help us provide a streamlined and resilient service.	-			
New business/increased income				
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 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
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. Closely monitor progress of first registration plan
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
Roll out phase 2 of the committee management system DEM1922_01	Users are not trained sufficiently to maximise use of the system and achieve 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	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
Maximising commercial revenue from Beeston Square (CP2225_01)	Wider economic position including possible future COVID restrictions	Yes – Risk 6	Active management of lease events and maintenance, external advice where beneficial
Energy Efficiency Schemes (CP2326_01a) (New)	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

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Delivery of Communications and Engagement Strategy (CCCS2326_01) (New)	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

Risks as extracted from the Strategic Risk Register as at November 2022:

- 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 6:** Failure to complete the re-development of Beeston town centre
- Risk 7:** Not complying with legislation
- Risk 8:** Failure of Financial Management and/or budgetary control and to implement agreed budget decisions
- 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 recruit and retain staff with required skills and expertise to meet increasing demands and expectations
- Risk 24:** Failure to achieve commitment of being carbon neutral for the Councils own operations by 2027

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