

Business Growth Business Plan 2025–2028

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

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

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

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

The Council's Values are:

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

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

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

1. Published Strategy and Policy Documents Supporting the Delivery of Priorities and Objectives

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision for 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment	April 2028	Chief Executive
Business Strategy	Designed to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology 	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period	Updated annually	Deputy Chief Executive Head of Finance Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management	Updated annually	Deputy Chief Executive Head of Finance Services
East Midlands Combined County Authority (EMCCA) Emerging Documentation	Main strategies cover Transport, Housing, Skills and Education, Net Zero, Economic Development, Visitor Economy.	Position clearer in 2025	East Midlands Combined County Authority
UK Industrial Strategy (UK IS) and Build Back Better: Plan for Growth	To boost productivity, business growth, create good jobs, through investment in skills, industries and infrastructure and managing the UK's Energy and drive for Low Carbon	2021 – Building Back Better is replacing UK IS	His Majesty's Government
Midlands Engine Vision for Growth	The partnership's ambition is to close the Gross Value Added gap to match or exceed the national average and add £54 billion to the Midlands and UK economies by 2030 Overarching agency steering in policies like science, innovation and Freeport	Ongoing	Midlands Engine

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<p>Broxtowe Economic Growth and Regeneration Strategy 2022-27</p>	<p>Provides a framework for the delivery of economic regeneration in the Borough and steers the direction in pursuit of Good Growth. The Strategy was reviewed in 2020 and approved by Jobs and Economy Committee in July 2020. The latest version, had a slight change in emphasis and looks to address the immediate needs following the pandemic and the need to stimulate long term prosperity for all our communities.</p> <p>The refreshed Strategy has four themes:</p> <ol style="list-style-type: none"> 1. A Strategy for 'good growth' – which considers social and environmental costs and benefits in addition to economic growth 2. Is Carbon conscious – developing Broxtowe's local economy to be more green, in line with Broxtowe Borough Council's target of carbon neutrality by 2027. 3. Strategic national alignment with central government including Levelling Up Fund and Devolution 4. A Spatial approach recognising the 4 areas KEBS have their own economic hinterland (including alignment with local plans and Investment Plans) <p>There are ten points within the Strategy Framework</p> <ol style="list-style-type: none"> 1) Respond to the changing needs in the Borough caused by economic shocks and unexpected economic developments. 2) Deliver place-making and sustainable town centres. 3) Attracting new employers and support local business sites. 4) Develop sustainable and active green travel around the Borough. 5) Support business retention and growth in the Borough. 6) Provide support for entrepreneurship and start-up businesses. 7) Ensure there is employment and skills support available to all. 8) Deliver and support community-led regeneration. 9) Improve digital literacy and digital connectivity 10) Support major opportunities for growth in Broxtowe 	<p>Reviewed annually</p> <p>To be updated in 2027</p>	<p>Head of Planning and Economic Development</p>

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Greater Nottingham Strategic Plan	The Aligned Core Strategy is being reviewed and this will result in the production of the Great Nottingham Strategic Plan. This will include strategic planning policies and will aim to meet the Council's housing and employment needs up to 2041. The strategic plan will be submitted for examination in 2025.	Expected to be adopted 2025	Head of Planning and Economic Development Joint Planning Advisory Board
Broxtowe Part 2 Local Plan 2019	Planning policy framework is now in place up to 2028. This is subject to continual review and work is being undertaken to meet changing demands	Part 2 Local Plan was adopted in October 2019	Head of Planning and Economic Development
Local Development Scheme	Programme of policy documents up to 2041 including the Core Strategy	Updated in 2024 to reflect updated timescales for preparing the Greater Nottingham Strategic Plan	Head of Planning and Economic Development
Corporate Enforcement Policy (Planning) Planning Enforcement Policy	Code of practice for central and local government enforcement	Review undertaken and updated plan approved by Cabinet in September 2023. Next review due in 2025	Head of Planning and Economic Development Senior Enforcement Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Contaminated Land Strategy	Purpose of strategy is to detail how the Council will take a rational, ordered and efficient approach to inspecting the land within its duty under the Environmental Protection Act 1990	March 2025 then to be reviewed every 5 years	Head of Environmental Health. Licensing and Private Sector Housing and Senior EHO (Environmental Protection)
Stapleford Town Deal – Town Investment Plan and Business Cases	Sets out the requirements to access project expenditure following the successful bid for £21.1m improvements to Stapleford Town Centre	Ongoing	Economic Development Manager
Kimberley Means Business	Sets out the requirement to access £16.5 million of project infrastructure for improvements to Kimberley.	Ongoing	Economic Development Manager
Toton Supplementary Planning Document (SPD)	Toton and Chetwynd Barracks SPD to provide policy framework for development on sites at Toton and Chetwynd Barracks.	Adopted February 2023. Will be kept under review to ensure alignment with the Strategic Plan	Head of Planning and Economic Development
Apprenticeship Strategy	Sets out the Council's approach to increasing the number of apprentices and use of the apprenticeship levy	To be included in Workforce Strategy from April 2025	Chief Executive

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Conservation Area Appraisals	Sets out the required standards of development and areas for attention within the respective conservation areas	Review work is currently being undertaken by the Conservation Officer	Head of Planning and Economic Development
Climate Change and Green Futures Programme	A strategic document detailing actions that aim to reduce the Council's carbon footprint to net zero by 2027 and outlines how the Council will influence, encourage and assist households, businesses and schools within the Borough to achieve the same goal	Reviewed regularly by Working Group	Executive Director
Nuthall Neighbourhood Plan	Sets out the local policies within the Parish	Adopted 2018 review prior to 2028	Head of Planning and Economic Development
Awsworth Neighbourhood Plan	Sets out the local policies within the Parish	Adopted 2021 review prior to 2030	Head of Planning and Economic Development
Cossall Neighbourhood Plan	Sets out the local policies within the Parish	Adopted 2024	Head of Planning and Economic Development
Toton and Chetwynd Neighbourhood Plan	Sets out the local policies within the Parish	Adopted 2024	Head of Planning and Economic Development

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
<p>Neighbourhood Plans – relevant neighbourhood plans in advanced stages of preparation. Currently estimated as:</p> <ul style="list-style-type: none"> • Bramcote • Stapleford • Other plans under preparation include: <ul style="list-style-type: none"> ○ Brinsley ○ Eastwood ○ Kimberley 	<p>Sets out local policies, community aspirations and design codes for the relevant Neighbourhood Plan designated areas</p>	<p>Review by 2031 (if adopted)</p>	<p>Head of Planning and Economic Development</p>

2. Service Level Objectives Linked to Corporate Objectives

Objective (BG1) – Develop and Implement Area Regeneration

Economic Development and Regeneration

- Attract regeneration resources to implement development plans for Eastwood
 - Work with key stakeholders to produce plans for the regeneration of Eastwood
 - Development of high quality bids for funding and other intervention opportunities for Eastwood and other key areas of economic significance
- Implement Towns fund and levelling up plans for Stapleford and Kimberley
 - Oversee the successful Delivery of the Stapleford Towns Fund including the pencil works and sports pavilion projects
 - Delivery of the Kimberley Means Business Programme to increase footfall in the town centre
 - Support and develop activity that promotes regeneration and the vitality of Beeston Town Centre and capitalise on the success of Arc Cinema project
 - Oversee the successful Delivery of the Stapleford Towns Fund – finalise the Town Centre Recovery Fund and look at successor schemes
- Continue to support growth and business prosperity in key development sites across the borough, including investment in Beeston, Toton and A610
 - Identify opportunities for regeneration growth and redevelopment through working with partners and attracting resources
- Develop a good partnership with the East Midlands Combined Authority to attract investment resources to Broxtowe
 - Bring forward previously developed, (brownfield) sites, and other key growth zones for re-development/development

Objective (BG2) – Support Business Employment and Skills

- Help increase the employment rate by supporting employment initiatives and the growth of apprenticeships
 - Strengthen engagement with local businesses and provide business support
 - Work with partners in areas of higher unemployment such as Eastwood South, Chilwell West and Stapleford South East –support community initiatives to target support to disadvantaged groups in the labour market
- Support for people to gain the skills they require, including the use of UK Shared Prosperity funds and partnership initiatives
 - Support the development of skills and learning hubs and networks
 - Encourage partners and partnerships to address key skills and employment issues
- Help for businesses to grow, flourish and invest in Broxtowe
 - Support to indigenous businesses and attraction of new investment
 - Support and develop activity that promotes existing, and develops new, markets and increases the profile of the town centres
 - Establish, support and develop the activity within town centres steering groups or ensure business representation and or consultation

3. Measures of Performance and Service Data

Context – Baseline Service Data

Service Data / Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Residents not economically active in the Borough (Borough Unemployment Rate) % (EDData_09a)	3.4%	3.5%	3.3%	Unemployment data from NOMIS April 2022-March 2024
Proportion of population aged 16-64 qualified to NVQ level 2 or above (EDData_11 (was NI163))	77.2%	72.8%	82.6%	Data from NOMIS. Latest data available is from 2021 – no newer data available
Planning applications received (DSData_01)	724	703	541	Data has been updated from the PS1 data that is available on the Central Government Planning application statistics webpage
Enforcement complaints (DSData_05)	315	354	372	Figures continue to increase as people consider home improvement and start new business. There is also seen an increase in unauthorised adverts
Section 106 agreements completed (DSData_10)	13	10	6	All data obtained from the S106 monitoring work

Service Data / Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Planning applications approved for employment development (Class B1, B2 or B8) (ERLocal_03)	9	5	5	Figures are realistic and reflect lower economic base
Planning applications approved for the creation of additional retail and commercial floor-space within the town centres (TCLocal_05)	1	1	0	The data includes applications for new build and conversions to retail premises. Figures are realistic reflecting a lower economic base. Data restated from 2020 to include conversions to retail premises

Critical Success Indicators (CSI)

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

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Town Centre occupancy rates: (TCLocal_01)	91%*	91%*	89%*	91%**	91%	91%	Business Growth Manager
<ul style="list-style-type: none"> Beeston Kimberley Eastwood Stapleford 	92%*	93%*	92%*	95%**	95%	95%	Occupancy rates higher than national average and remaining steady. Considering changing dynamic of town centres, targets are realistic. Data reported on a quarterly basis.
	92%*	91%*	92%*	90%**	90%	90%	
	89%*	89%*	85%*	90%**	90%	90%	
	89%*	92%*	89%*	90%**	90%	90%	
				** Target reviewed and revised mid-year			* The values are average values for the quarter for each town centre. The Borough score is the mean average of the town centre scores.

Other Performance Indicators

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

Key Performance Indicators (KPI)

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Major planning applications determined within 13 weeks or agreed timescales (NI157a)	90.3%	80.8%	90.7%	92%	92%	92%	Head of Planning and Economic Development The Council proportionally only receives a few major applications therefore if a few are not determined within the 13-week timeframe the percentage difference can be stark. For the 2023/24 financial year Broxtowe was ranked 24 th out of 29 authorities in the East Midlands for processing applications within 13 weeks (it was 23 rd in the previous year).

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Minor planning applications determined within 8 weeks (NI157b)	93.9%	92.5%	91.7%	94%	94%	94%	<p>Head of Planning and Economic Development</p> <p>Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target. The government's threshold for performance is 70%</p> <p>For 2023/24 Broxtowe was ranked 9th out of 29 authorities in the East Midlands for processing minor planning applications within government set time limits (it was 7th in the previous year).</p>
Other planning applications determined within 8 weeks (NI157c)	97.3%	96.9%	98.4%	98%	98%	98%	<p>Head of Planning and Economic Development</p> <p>Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target The government's threshold for performance is 70%</p> <p>For 2023/24 Broxtowe was ranked 3rd out of 29 authorities in the East Midlands for processing other planning applications within required time limits (it was 4th in the previous year).</p>

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Appeals allowed against refusals (delegated decisions or committee decisions in line with officer recommendation (BV204))	42.9%	55.6%	36.0%	10%	10%	10%	2021/22 - 6 of 14 appeals allowed 2022/23 - 15 of 27 appeals allowed 2023/24 - 9 of 25 appeals allowed
Appeals allowed against refusals % (Committee overturns) (DSData_18)	75.0%	80.0%	85.0%	10%	10%	10%	During 2021/22 the number of applications refused at Committee overturning an approval was four and of these applications then appealed and allowed was three. In 2022/23 15 applications were overturned at Committee and then 12 were allowed on appeal. The overall rate of appeals was 35% this is the tenth worst performance out of 29 authorities in the East Midlands in 2023/24.
Overall Employment rate (employment age) (NI 151)	76.2%	70.8%	67.8%	80%	80%	80%	Economic Development Manager People in employment as a percentage of all people aged 16-64 (Source: NOMIS official labour market statistics) National average is 75.4%
Percentage of residents not economically active in the Borough (Borough Unemployment Rate) (EDData_09a)	3.1%	3.1%	2.5%	2.4%	2.3%	2.2%	Economic Development Manager The national rate for 2023/24 was 4.2%

4. Key Tasks and Priorities for Improvement 2025/26 – 2027/28 Including Commercial Activities

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

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

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Bring forward and adopt the Greater Nottinghamshire Strategic Plan [Core Strategy] BG2023_05	Successfully steer the Strategic Plan through its examination process receiving a report recommending adoption from the appointed Planning Inspector	Neighbouring Local Planning Authorities in Greater Nottingham	Head of Planning and Economic Development Adoption is currently anticipated by end of 2026	Joint commissioning of studies on matters such as housing land needs, employment land needs and transport will create efficiencies in co-ordinated evidence gathering and with the progression of the neighbourhood plans. Local plan examination expected to cost £80k

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement the Broxtowe Economic Growth and Regeneration Strategy 2022-2027 and review BG2124_01	A new framework for economic development within the Borough aligned the Mayoral Combined Authority and other plans for local and regional growth. Including specific plans for Stapleford, Eastwood, Beeston and Kimberley	Stakeholders in the public, private and voluntary sector, MP's as well as local people, local businesses and business representative organisations	Head of Planning and Economic Development <i>See action plan within the strategy for time lines on actions</i> April 2025-March 2026	The new Economic Development Strategy is now adopted and compliments the companion document Broxtowe Skills Quest. Officers have combined working on this with activity on the UK Shared Prosperity Fund (SPF). Input from the SPF Stakeholder Manager on the Skills Quest Broxtowe report has provided significant support for the Strategy due to sharing of data
Deliver the Stapleford Town Deal BG2225_01	Develop and deliver the projects identified for Stapleford Town Deal	Delivery Partner Leads – Support the Town Deal Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive 2025/26	The Borough is the accountable body for £21.1 million which must be defrayed by 2026
Deliver the Kimberley Means Business Fund programme BG2326_02	Develop and deliver the three projects identified for Kimberley Levelling Up Programme	Delivery Partner Leads – Support the Kimberley Means Business Strategic Board – Programme management and accountable body function	Economic Development Manager Deputy Chief Executive 2025/26	The Borough is the accountable body for £16 million which must be defrayed by 2025

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Creation of a new Markets and Retail Events Programme for the Borough BG2326_05	Delivery of events based model for markets and retail events Programme to be submitted for approval by late 2024 Delivery to commence in 2025	Regeneration partners, BBC statutory and regulatory services Town Council and Town Deal Board	Regeneration and Economic Development Manager Markets Officer 2025-2026	Funding for growth from income generation and grants. A pilot market / event was hosted in Spring 2024
Deliver the UKSPF programme BG2326_06	Deliver all strands of the UKSPF programme	Businesses, Voluntary sector organisations and key partners such as Nottinghamshire County Council, other Districts in Nottinghamshire and the chamber of Commerce	Regeneration and Economic Development Manager Deliver residual programme from 2023/24 and complete delivery of programme by end of March 2025 Evaluation to be complete by May 2025	Year 1: £313,650 plus one off £20,000 co-ordination fee Year 2 : £627,300

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p>Assist in the preparation of Neighbourhood Plans JBG1518_06</p>	<p>Approve Neighbourhood Plan Area designations for all parish areas where they are wanted and progress to 'adoption' of the Plans</p> <ul style="list-style-type: none"> •Brinsley JBG1518_06.2 •Eastwood JBG1518_06.3 •Greasley JBG1518_06.4 •Kimberley JBG1518_06.6 •Stapleford JBG1518_06.9 •Bramcote JBG1518_06.10 	<p>Town, Parish Councils and Neighbourhood Forums in cooperation with the Borough Council</p> <p>At November 2024 the progress of individual Neighbourhood Plans is:</p> <ul style="list-style-type: none"> •Brinsley 40% initial draft •Eastwood 20% area designated •Greasley 40% initial draft •Kimberley 20% area designated •Stapleford 40% initial draft •Bramcote 40% initial draft 	<p>Head of Planning and Economic Development</p> <p>Target dates will vary depending on the details of each emerging Plan.</p>	<p>The Council has previously been eligible to submit a claim to the government, during specific claims windows, for £20k of funding per Plan when the Council issues a 'Decision Statement' and makes the decision to arrange a referendum for each Neighbourhood Plan. The Council has submitted two such claims in 2024/25.</p> <p>The creation, development, and review of Neighbourhood Plans is led by the Town and Parish Councils and Neighbourhood Forums.</p>
<p>Carry out condition surveys and develop a maintenance plan for all the Council's General Fund stock (including industrial units) (AMD2528_01) (New)</p>	<p>Completion of condition surveys and maintenance plans to ensure compliance</p>	<p>External commissioning of condition surveys</p> <p>Maintenance plan to be delivered by internal and external resources as required</p>	<p>Head of Asset Management Development Estates Manager March 2026</p>	<p>Condition survey cost £50K from Revenue Budget</p> <p>Cost of maintenance budget will be determined by findings in the condition survey.</p>

5. Link Key Tasks and Priorities for Improvement to the Financial Budgets

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

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
Condition Survey of the Councils' General Fund Stock	AMD2528_01	50,00		
External income from Stapleford Towns Fund (Agreed via DLUHC May 2024)				
Traffic management ' Street Improvement Scheme'		1,087,000		
Cycle network ' Active Travel'		1,576,000		
The Pencil Works (Enterprise Hub) is due to open Spring/Summer 2026 any profit into Broxtowe Borough Council. The site will be operated by the Council's Estates service		3,734,000	122,600 Estimated revenue based on 80% occupancy	
Community Pavilion (Hickings Lane) <ul style="list-style-type: none"> Liberty Leisure Limited will be the operator for the Community Pavilion. Profit is not expected until after Y3, 2028/29, profit share agreement in place with the Council. Economic Development expect to contribute some resourcing to cover some losses for Year 1 and 2.		Business Plan not yet finalised – negotiations underway		

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications (continued)				
External Income from Kimberley Levelling up fund (now Kimberley Means Business)				
Income from the new Industrial Units being provided		-	200,000 estimated	240 000 estimated
Efficiencies Generated				
Matched funding for business grants funding Stapleford, Kimberley and UKSPF		-		
Additional investment from Football Foundation and Premier League Stadium Fund (PLSF)		66,000		
Additional investment from Steven Gerrard academy		24,000		
Additional investment for skate park from external grant sources/fundraising		7,000 (Awards for All)		
New business/increased income				
Increased planning fees		To be determined		
Building Control – management fee to Erewash Borough Council		79,777		
Net Change in Revenue Budgets		*Note	*Note	*Note

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

6. Summary of Key Risks

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

Key Strategic Risk	Action to be taken or required to mitigate/minimise the risk or threat
Delivering both Regeneration and Economic Development Services with a relatively small team carries risk. Some core services may need to be pared back to ensure delivery of major regeneration projects to timescale, within budget and achieving outputs. A key failure would be not drawing down all eligible funding or even returning underspends to Government. The team are preparing additional bids for funding for areas that have missed out, with Eastwood as a priority.	<p>Ensuring eligible funding within project expenditure is maximised. To include staff to run projects and staff within projects is accounted for; Increase staff using these resources as well as core budget.</p> <p>Annual Action Plan for the Economic Development and Regeneration Strategy to review the Borough's needs alongside emerging opportunities.</p> <p>Ensure recruitment, retention and training of the team is prioritised including use of seconded staff, apprenticeships and interns.</p> <p>Continued profiling of projects and programmes to innovate and speed up delivery.</p>
High Streets and health of towns remains in jeopardy, exacerbated by changes in shopping patterns and difficult economic conditions. Some areas lack investment and funding especially Eastwood.	<p>Implement Economic Development and Regeneration plan</p> <p>Capture growth from new housing developments and consider suitable opportunities for in town living</p> <p>Consider long term function of town centres and secure prosperity on a broader mix of activities including leisure and public and voluntary sector services</p> <p>Prepare and submit quality bids when opportunities arise – utilise resources such as UKSPF to the full.</p>

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

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Assist in the preparation of Neighbourhood Plans JBG1518_06	Lack of capacity with competing priorities	Yes - Risk 20	Effective working with Town and Parish Councils. Effective working with Neighbourhood Forums

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Bring forward the Core Strategy review BG2023_05	Disagreement on allocation of future development both in location and quantum. Particularly in light of the proposed changes to the National Planning Policy Framework and the proposed significant uplift in housing numbers.	Yes - Risks 14 and 20	Work in partnership through JPAB
Creation of a new Markets and Retail Events Programme for the Borough (BG2326_05)	Local interest insufficient to sustain forward growth	Yes – Risks 17 and 20	Recruitment of an apprentice to build future resilience in the team

Risks as extracted from the Strategic Risk Register as at February 2025:

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

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

Risk 20: Failure to provide housing in accordance with the Local Development Framework

The latest Strategic Risk Register is available in full at

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