



Broxtowe
Borough
COUNCIL

CORPORATE PLAN

2024 - 2029



**A GREENER, SAFER, HEALTHIER BROXTOWE
WHERE EVERYONE PROSPERS**

www.broxtowe.gov.uk

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INTRODUCTION

Broxtowe is a great place to live and a great place to work and enjoy leisure time. We are proud of our heritage and proud of the people who live here, the voluntary organisations that support our residents, and the people who work for the Council. We believe that if we all work well together we can achieve even greater things for our people and our place in the future.



Ruth Hyde OBE
Chief Executive



Councillor Milan Radulovic MBE
Leader of the Council

We have set out in this Corporate Plan our ambition to make Broxtowe a Greener, Safer, Healthier place and a place where everyone prospers. After a public consultation exercise which involved both online and face to face exchanges with local residents and stakeholders, engagement with employees and engagement with Councillors, we have arrived at a number of objectives framed around Housing; Business growth; the Environment; Community safety and Leisure and Health. We have also set out our intention to improve the way we listen to and engage with residents in future.

We are building on solid foundations and have in the plan set out some of the things that were achieved as a result of the implementation of the previous Corporate Plan. At the end of the last Council's term of office

we had a local government association peer review which stated that Broxtowe is a good council; and many of the things we do are excellent (Green Futures, employee support and partnership working). We are an ambitious council, backing up that ambition with delivery (particularly investing in town centres) and we are achieving more than expected of a district council. Our approach to place shaping (regeneration, housing, infrastructure) is impressive.

We believe that the key to success in the next period is to attract more resources to support the parts of Broxtowe which still need investment and regeneration. We are committed to doing this and determined to make sure that the ambition set out in this plan is realised and benefits people living in every part of our area.

OUR PLACE



Broxtowe has a population of 110,900 people (2021 ONS census data) and covers an area of some 80 square kilometres. In 2021, Broxtowe was home to around 9.9 people per football pitch-sized piece of land, compared with 9.8 in 2011.



Our diversity is a strength - in 2021, 88.9% of usual residents in the Borough of Broxtowe identified their ethnic group within the high-level "White" category, "Asian, Asian British or Asian Welsh" accounting for 5.5%, 1.7% identified as Black, those who identify of mixed heritage accounted for 2.5%, and 'Other' at 1.3%. People get along well together in Broxtowe with life satisfaction and feelings that life is worthwhile reported to be higher than in many other areas.

part of the western side of the built up area of Greater Nottingham. Notwithstanding its urban features, the residents of Broxtowe cherish the green spaces within the urban environment, such as Attenborough Nature reserve, an important wetland area for 250 species of wild bird, attracting half a million visitors a year; and Bramcote Hills Park, the largest of the Borough's five Green Flag accredited parks, where over 250 mature tree specimens have been planted.



The south of Broxtowe is urban in nature, with the separate settlements of Attenborough, Chilwell, Beeston, Bramcote, Stapleford, Toton and part of Trowell together comprising over 60% of the Borough's population and forming

The Erewash Valley Trail, a 30 mile walking and cycle trail, connects the North and South of Broxtowe along green networks and waterways and is an example of the way in which Broxtowe Borough Council works with partners to



make green spaces accessible, attractive and connected to the places where people live.

The north of Broxtowe is more rural, with the largest settlements at Eastwood and Kimberley being former mining towns. Iconic structures such as Bennerley Viaduct, known as “The iron giant*” (a grade 2* listed Railway Viaduct described by the World

Monuments Fund as being an “extraordinary monument”) and Collier’s Wood (a Green Flag park and nature reserve) form an important cultural and historic landmark connecting people of today with the history of their area. The Borough is also proud of its association with D.H. Lawrence and retains ownership of the place where he was born in Eastwood as a



museum open to the public; and through many arts and cultural events promotes the creative inspiration associated with his work.

All of the rural parts of the Borough are within the defined Nottingham Derby Green Belt, which comprises 60.4% of the total Borough area.

The Borough has excellent access to the motorway network and good access to East Midlands Airport via junction 24 of the M1, together with excellent rail connections at Beeston and Attenborough stations and the close by Nottingham, East Midlands Parkway and Ilkeston Railway

Stations. The M1 bisects the Borough, with junction 26 within the Borough at Nuthall, while junction 25 is just outside the Borough with links to Broxtowe and the City Centre via the A52.

The Borough Council works in partnership with other local authorities, East Midlands Connect, the Neighbourhood plan group, neighbouring local authorities and the new East Midlands County Combined Authority to secure funding and infrastructure needed to unlock the growth potential of land at Toton.

The tram route provides good connectivity to Nottingham City and supplements existing public transport, which serves many of the most densely populated areas in the south of the Borough and includes a park and ride site near the A52 at Toton.

Key physical features of the Borough are the Rivers Trent and Erewash, which form its southern and western boundaries respectively. The River Trent in particular forms a significant barrier to transport connections to the south, although the river itself is navigable and

connected to Nottingham via the Beeston Canal. The Heritage of the waterways has been revived and brought to life by passionate volunteers who worked together with the support of the Borough Council, National Heritage Lottery and other agencies to raise funds to create and run as a social enterprise the Canalside Heritage Centre.



WE ARE DETERMINED TO BUILD ON THE SUCCESS OF RECENT YEARS AND REALISE OUR VISION FOR




**A GREENER, SAFER, HEALTHIER BOROUGH,
WHERE EVERYONE PROSPERS**

BROXTOWE IN NUMBERS

The Borough of Broxtowe lies to the west of the City of Nottingham and is bounded by the River Trent on the south and the River Erewash on the west. There are four main towns in Broxtowe - Beeston, Stapleford, Kimberley and Eastwood each with its own character and individuality.

31 sq miles



15 nature reserves 

469,277
customer online self service transactions

60,473
online cash payment transactions

22,000
green waste collection customers

10,000
Facebook followers 

8,362
X (formerly Twitter) followers 

3,000
green rewards users

33,000
email me subscribers 

20 electoral wards

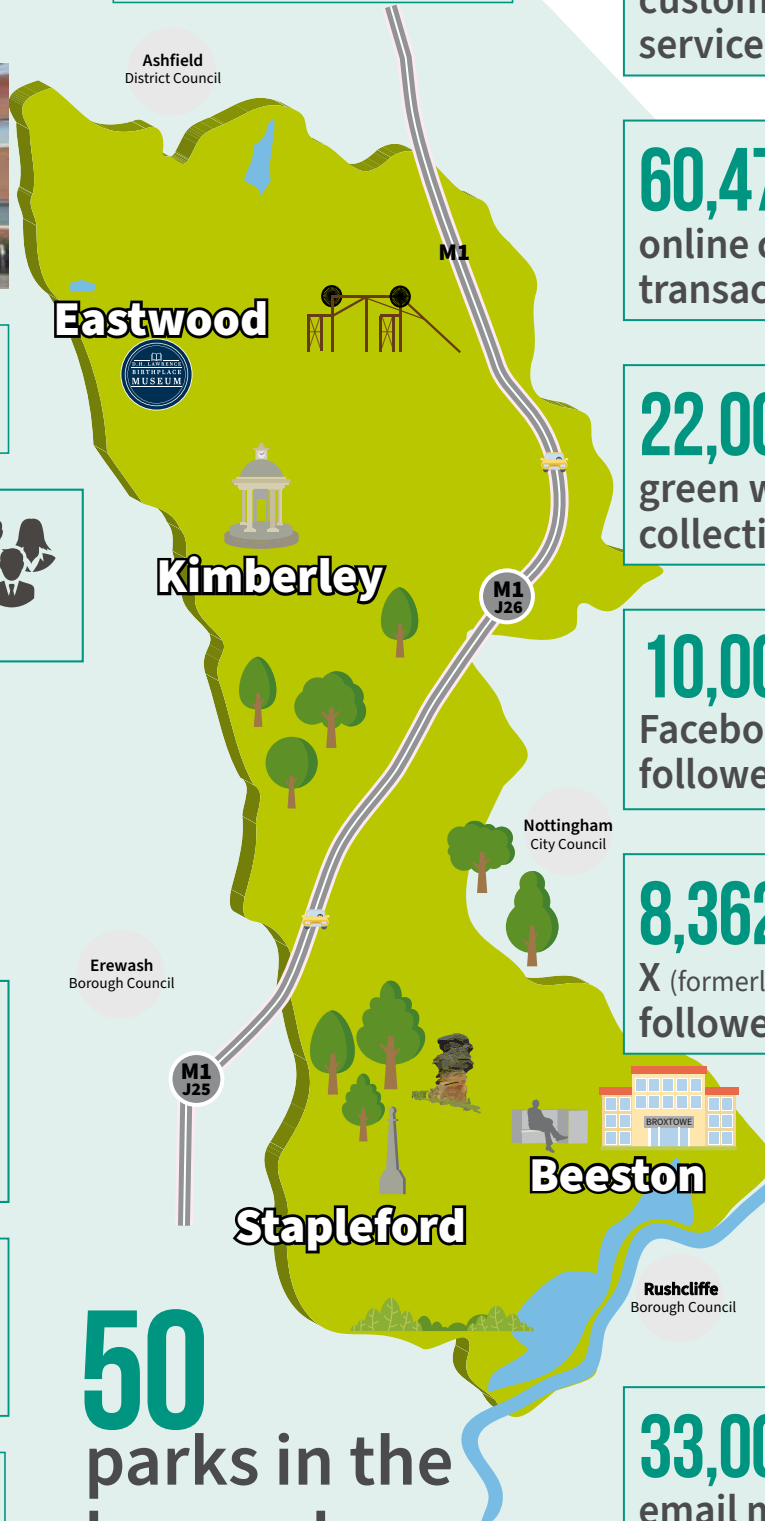
44 Councillors represent the Council 

4,380 
council owned properties

2 Council leisure centres 


1 museum 

50 parks in the borough



LOOKING BACK AT THE LAST CORPORATE PLAN PERIOD

BUSINESS GROWTH

There were some notable achievements under this priority heading. During the last Corporate Plan period, Broxtowe moved from having one of the lowest business start-up rates in the East Midlands, to one of the highest. All our town centres now have below national average vacancy rates, whereas at the start of the last Corporate Plan, only Beeston was in that position. A record amount of new investment was attracted to the area- the Council was successful in winning £21.1m for Stapleford through a Towns Fund bid, and £16.5m



for Kimberley through a UK Government Funding bid. The Borough Council itself led significant investment projects, including the development of a new cinema complex and associated food and beverage outlets in Beeston which has been locally welcomed and attracted national attention.



ENVIRONMENT



The Council’s “Pride in Parks” scheme continued and during the plan period £706,000 was invested in improvements to parks and open spaces in Broxtowe. 11,227 trees were planted across Broxtowe and 2,250 trees were given away to residents to plant in their gardens. The Council created its Climate Change Strategy and Green Futures Programme in 2020 to provide strategic direction with regards to working towards this target. Ninety-one percent of the actions identified in the original Carbon Management Plan, which were part of the original Climate Change Strategy, have been completed or are in progress. The delivery of these climate change actions has contributed to the Council reducing its carbon footprint

to 2,378 tonnes of carbon dioxide (tCO₂e) in 2022/23. This is a 36% reduction from the recalculated 2018/19 carbon emission baseline. Initiatives included introducing 9 electric vehicles to the Council’s fleet, saving two tonnes of carbon per year per vehicle. The Council also launched the national award-winning “Green Rewards” scheme, an online platform designed to encourage Broxtowe residents to undertake sustainable actions, which in turn helps reduce their carbon footprint. 3,000 residents are members so far. Their efforts have resulted in avoiding emitting 280 tonnes CO₂e since the launch of the scheme. Four Green Festivals were held to engage the public in actions to live a greener life.





HOUSING

The Council approved a new house building delivery plan, and employed a house building delivery manager. The Council built two dementia friendly bungalows and five flats for veterans. 17 former Council homes were bought back into Council ownership. In addition, a significant pipeline of Council homes are in the process of being delivered. There were no evictions for rent arrears, and the Council managed its rent recovery to secure top quartile performance nationally while supporting tenants to manage debt and become financially sustainable, with over 700 referrals

to our financial sustainability service. We led the development of the new South Nottinghamshire Homelessness and Rough Sleeping Strategy; increased temporary accommodation available within Broxtowe to 19 properties; reduced the need to place homeless people outside of Broxtowe, and significantly reduced to emergencies only the length of time homeless people spend in temporary accommodation. Planning permission was secured for 4,756 new homes and 112 empty properties were brought back into use.



COMMUNITY SAFETY

All crime levels in Broxtowe's community safety partnership area in June 2023 were the best in the most similar family group of 15 community safety partnerships.

The rate of crime in South Nottinghamshire was 55.52, whereas the most similar family group average was 69.73. Crime did rise from June 2020 to June 2023 from 10.99 to 14.46. However, this was partly accounted for by changes to recording practice. As far as violence and sexual assault is concerned, The South Nottinghamshire partnership was also best performing in its most similar family group with a rate of 20.82 compared with the most similar family group average of 15 partnerships of 30.68. Violence did rise, however, from 4.13 to 5.29 between June 2020 and June 2023.

The successful Safer Streets 4 funding bid (£192,000) for Eastwood was implemented including the installation of fixed and mobile CCTV, electric bikes and laptops for the Police to make them more agile and efficient, additional ANPR cameras, environmental improvements and target hardening for vulnerable residential properties with new locks and ring doorbells. The measures helped lead to a 66% reduction in burglary, a 45% drop in vehicle crime and a 27% fall in antisocial behaviour in the 12 months from October 2022 when the project started, compared to the previous three-year average.



**£192,000 SUCCESSFUL SAFER
STREETS FUNDING BID**





LEISURE AND HEALTH

We delivered a comprehensive Health Action Plan including actions to address food insecurity, healthy eating and social isolation; promoting physical activity to promote mental wellbeing; promotion of smoking cessation; partnership working with health and voluntary sector partners; promotion of mental health; support for people with learning disabilities; activities to improve access to health services; actions to support people to live well in older age and to support children and young people to have a healthy childhood.

Underpinning and supporting this overarching plan, we implemented additional action plans including a Dementia Action Plan which helped us to progress to implement our vision to be a place where people can live well with dementia, a Child Poverty Action Plan, a Tobacco Control Plan, a Children and Young People's action plan and a Mental Health Action Plan.

The evidence suggests the health of people living in Broxtowe remains generally better than the average and people live slightly less inactive lives.

THE BOROUGH CONSULTATION

Let's Talk Broxtowe

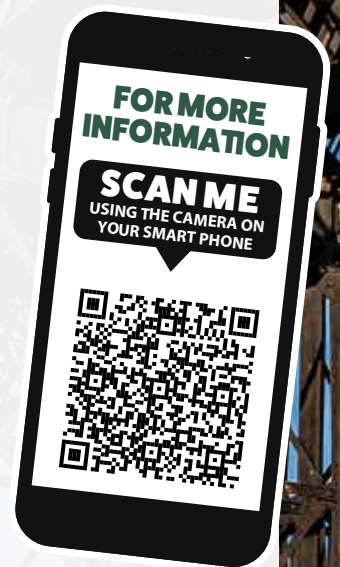
820 RESPONSES WERE RECEIVED TO THE SURVEY – compared to 527 in 2019.


716 responses were online and **104** were on paper.

In addition, Senior Council officers and local Councillors held drop in events at six different places across Broxtowe.

97 PEOPLE ATTENDED THE PUBLIC ROADSHOW EVENTS.

A fuller explanation of the survey results can be found here www.broxtowe.gov.uk/consultations



 **71% OF RESPONDENTS WERE SATISFIED OR VERY SATISFIED WITH BROXTOWE AS A PLACE TO LIVE**

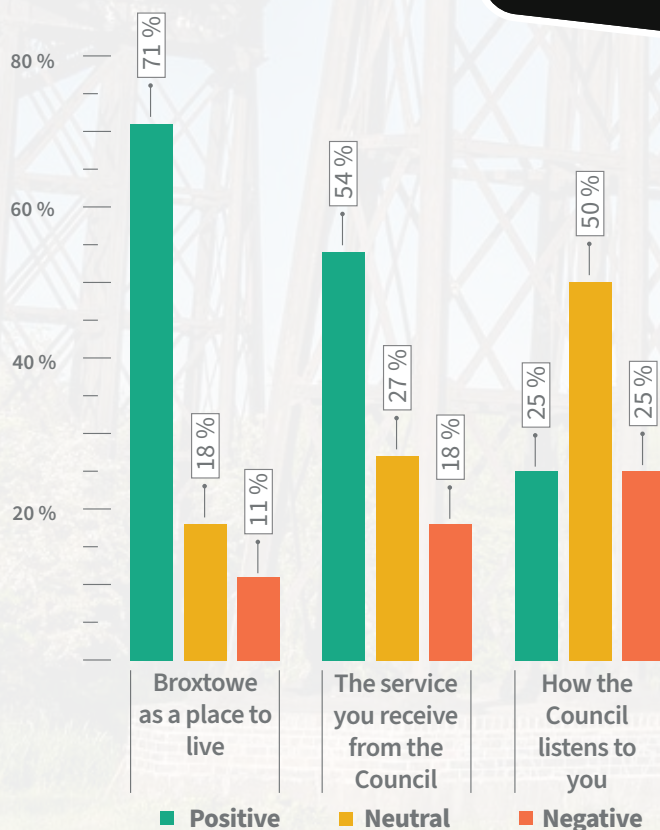
18% were neither satisfied nor dissatisfied and 11% were dissatisfied.

54% OF RESPONDENTS WERE SATISFIED OR VERY SATISFIED WITH THE SERVICE THEY RECEIVE FROM THE COUNCIL.

27% were neither satisfied nor dissatisfied and 18% were dissatisfied.

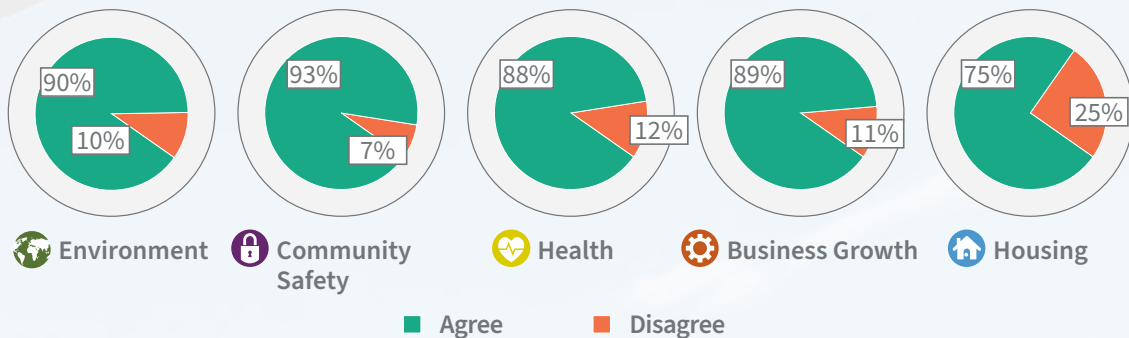
25% OF RESPONDENTS WERE SATISFIED OR VERY SATISFIED WITH HOW THE COUNCIL LISTENS TO THEM.

50% were neither satisfied or dissatisfied and 25% are dissatisfied.



IMMEDIATELY FOLLOWING THE BOROUGH COUNCIL ELECTION, A BOROUGH WIDE SURVEY WAS LAUNCHED SEEKING THE VIEWS OF LOCAL RESIDENTS ABOUT WHICH PRIORITIES THE COUNCIL SHOULD PURSUE IN ITS NEXT CORPORATE PLAN PERIOD.

THERE WAS STRONG SUPPORT FOR ALL OF THE FIVE PROPOSED PRIORITIES SET OUT WITHIN THIS PLAN, WITH ALL RECEIVING 75% OR MORE POSITIVE RESPONSES.



From the proposed objectives, the three which received the most support were:

1. Reduce antisocial behaviour (96%).
2. Support people to live well with dementia and support those who are lonely or have a mental health problem (94%).
3. Work with partners to reduce domestic violence and support survivors (94%).

A large proportion of the responses related to items which fall outside of the Council's remit, such as roads, public transport provision, and policing.

Common themes in the responses were:

- Activities to support young people.
- Being able to recycle more types of items and food waste collections.
- Cleaner streets.
- Prioritising brown field sites for development over green space.
- Need for a greater variety of shops.
- Introduction of free parking.
- More transparency on Council spending.
- Concerns about flood risk.
- A desire for a greater sense of community with suggestions for events, groups and projects to bring people together.



CHALLENGES WE FACE NOW

BUSINESS GROWTH

Whilst Beeston, Stapleford and Kimberley have attracted significant investment in the last plan period, there is a considerable challenge involved in spending, within government dictated deadlines, the remainder of the Stapleford Towns Fund and Kimberley Means Business fund programmes, in order to secure the full beneficial outcomes the Council has committed to achieve. Eastwood remains an area of higher deprivation and under investment. The Council is committed to securing significant investment for Eastwood as soon as the opportunity arises. The Council has been

bold and proactive in shaping the town centre of Beeston and needs to continue to review and refresh its plans in order to make the most of its asset ownership as the shape of town centres continues to change rapidly. The economic activity rate for 16-64 year olds is very low compared with other areas. Skills levels are not as high as they should be in Broxtowe and a significant proportion of the working population are on low wages. These facts are related and mean that a proportion of the population are particularly vulnerable to the pressures of the rising cost of living, food insecurity and child poverty.



BUSINESS GROWTH

The Council is committed to securing significant investment for Eastwood.



HOUSING

We have a larger amount of accommodation for older people than comparable authorities and our stock has a high occupancy level.



ENVIRONMENT

Raising recycling and composting rates has proved difficult in the last plan period, but there may be new opportunities.



HOUSING

Broxtowe has the lowest average weekly social housing rent in the East Midlands; the lowest eviction rate; and the lowest levels of rent arrears. We have one of the best homeless prevention services and put fewer people in temporary accommodation than comparators in the East Midlands. We have a larger amount of accommodation for older people than comparable authorities and our stock has a high occupancy level. However, despite increasing activity in building Council homes ourselves and buying back previously owned Council homes, we have a relatively low delivery rate of new affordable housing in the East Midlands and our Housing Repairs service needs continued improvement. There is work to do to retrofit the stock to make it more

energy efficient; maintain the decent homes standard; to improve the data quality underpinning our asset ownership, and to ensure we rise successfully to the challenge of fully meeting all the requirements of the Housing regulator. Residents are keen for us to put greater emphasis on regulating private sector housing, especially Houses in Multiple Occupation (HMO), (for example through exploring a new licensing regime) to ensure there is a well-balanced provision of housing for all sections of the local community.



ENVIRONMENT

The Council remains on track to achieve carbon neutrality by 2027 for its own operations. It has set out an ambitious action plan with 102 actions and is committed to delivering this within the Corporate Plan period. However, much more remains to be done to achieve the wider community carbon reduction goal, and this will involve significant work to retrofit private homes, and encourage residents and businesses to make the necessary adjustments to the way they live and operate. Raising recycling and composting rates has proved difficult in the last plan period, but there may be new opportunities



with legislation requiring the introduction of food waste collection, to work in partnership and do things differently in the future. We are also looking forward to reviewing our Green Infrastructure Strategy and ensuring the core strategy review places the provision of networked green and blue infrastructure at the heart of spatial planning for the next period.



COMMUNITY SAFETY

Crime levels in Broxtowe are generally lower than in other areas. However, levels of anti-social behaviour remain persistently higher than the Council and residents would like them to be. The rate of crimes involving violence, whilst lower than in Nottinghamshire and England as a whole, form the highest proportion of all crime categories in Broxtowe. Domestic violence in particular continues to need to be addressed and there is a need to make our area as safe as possible for women and girls. Addressing anti-social behaviour and domestic violence are strongly held resident priorities. Residents also want the Council to work with partners to address bicycle theft, car cruising, illegal use of e-scooters and off road vehicles.



LEISURE AND HEALTH

Overall in Broxtowe people enjoy good health and have more active lifestyles than elsewhere in England and most areas in Nottinghamshire. However, the quality of people's health varies across Broxtowe, and is worse in areas of higher deprivation. Contributory factors to poor health include smoking (particularly in pregnancy) which is much worse in Broxtowe than in other areas, and alcohol related hospital admissions are also quite high. The take up rates for screening and vaccinations vary, and there are inequalities in life expectancy between men and women. Poor mental health is often associated with poor physical health and there are concerns about the mental health of young people. Whilst attendances at leisure centres post pandemic have improved, the Borough faces significant challenges in raising the necessary capital to renew its ageing leisure facilities, and currently the North of Broxtowe does not have the secure provision we would like it to have. The Borough Council also has ambitions to work in partnership with health partners to ensure that there are adequate and accessible local health facilities to support the population.



COMMUNITY SAFETY

Crime levels in Broxtowe are generally lower than in other areas.



LEISURE AND HEALTH

The take up rates for screening and vaccinations vary, and there are inequalities in life expectancy between men and women.

A vibrant street scene in Broxtowe, featuring a flower market stall, a post office, and people walking under a large tree.

OUR VISION

**A GREENER, SAFER,
HEALTHIER BROXTOWE
WHERE EVERYONE
PROSPERS**



PROPOSED CORPORATE PLAN AIMS AND PRIORITIES 2024-29



HOUSING

AIM:
A GOOD QUALITY HOME FOR EVERYONE

OBJECTIVES



BUILD MORE HOUSES, MORE QUICKLY ON UNDER USED OR DERELICT LAND

- Implement our House Building Delivery Plan by building new, affordable, safe and energy efficient lifetime Council homes for local people.
- Review and refresh the House Building Delivery Plan with new sites on which to build Council houses and acquisitions of already built homes to add to the Council's housing stock.



INVEST TO ENSURE OUR HOMES ARE SAFE AND MORE ENERGY EFFICIENT

- Fully implement improvements to housing repairs to ensure timely responses to customer queries; high quality record keeping; full compliance with legal and regulatory standards, and high satisfaction rates.
- Agree and implement a plan to improve the energy efficiency of Council housing.
- Support private home owners and private tenants to improve the energy efficiency of their homes.

REGULATE HOUSING EFFECTIVELY AND RESPOND TO HOUSING NEEDS

- Develop through co-production with relevant stakeholders and tenants, a new Housing Strategy which identifies and responds to housing need throughout Broxtowe.
- Strengthen regulatory enforcement of private sector housing through increasing resources to do more pro-active enforcement of licensing standards.
- Actively manage the provision of student accommodation through working with partners to agree a new Student Accommodation Strategy and explore greater regulation of student housing, specifically through exploring a licensing regime.
- Prevent homelessness and help people to be financially secure and independent.



BUSINESS GROWTH

AIM:
INVEST IN OUR TOWNS AND PEOPLE

OBJECTIVES



DEVELOP AND IMPLEMENT AREA REGENERATION

- Attract regeneration resources to implement development plans for Eastwood.
- Implement Towns Fund and Government Funding plans for Stapleford and Kimberley.
- Continue to support growth and business prosperity in key development sites across the Borough, including investment in Beeston, Toton and A610.
- Develop a good partnership with the East Midlands County Combined Authority to attract investment resources to Broxtowe.



SUPPORT BUSINESS EMPLOYMENT AND SKILLS

- Help increase the employment rate by supporting employment initiatives and the growth of apprenticeships.
- Support for people to gain the skills they require, including the use of UK Shared Prosperity Funding (UKSPF) and partnership initiatives.
- Help for businesses to grow, flourish and invest in Broxtowe.





ENVIRONMENT

AIM:
PROTECT THE ENVIRONMENT FOR THE FUTURE

OBJECTIVES



REDUCE CARBON EMISSIONS AND IMPROVE AIR QUALITY

- Increase the number of environment engagement events.
- Work with stakeholders to create climate resilience against extreme weather events e.g. flooding and heavy rainfall through measures such as sustainable urban drainage schemes.



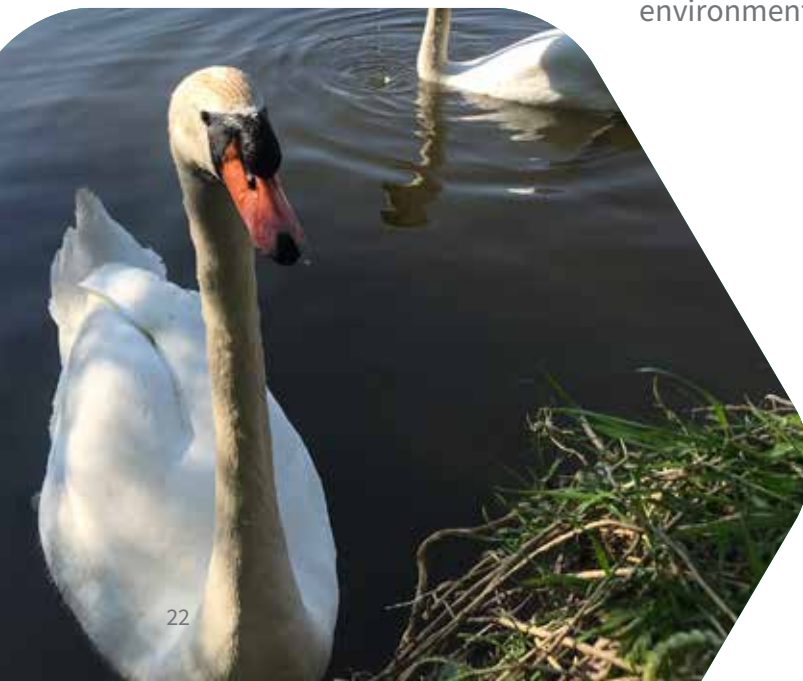
CONTINUE TO INVEST IN OUR PARKS AND OPEN SPACES

- Develop a programme of investment for our parks and open spaces, including for example accessible facilities, litter bins, picnic tables, signage, and enhanced bike trails.
- Enhance our blue and green corridors.
- Ensure biodiversity net gain positively enhances the environment in Broxtowe.



REDUCE THE AMOUNT OF WASTE DISPOSED OF IN THE BLACK- LIDDED BIN AND INCREASE RECYCLING AND COMPOSTING

- Facilitate re-use, mend and swap schemes.
- Increase participation in areas where recycling is currently low.
- Promote opportunities for recycling for items not currently collected from the kerbside.
- Improve enforcement against fly tipping and littering.





COMMUNITY SAFETY AIM: A SAFE PLACE FOR EVERYONE

OBJECTIVES



REDUCE ANTI-SOCIAL BEHAVIOUR

- Refresh and implement an Anti-social Behaviour Policy and Action Plan including reducing nuisance experienced through dangerous car cruising, irresponsible e-scooter and anti-social off road activity.



DRUG AND ALCOHOL USE

- Develop through co-production with stakeholders and people with lived experience, a Drug and Alcohol Strategy, and implement it in order to reduce the harms of illegal drug taking and dealing; the illegal use of other substances such as nitrous oxide, and harmful alcohol consumption.

IMPROVE PUBLIC SAFETY

- Ensure the development of a Broxtowe Crime Prevention Plan to improve public safety.
- Work with partners including the Police and Police and Crime Commissioner to reduce violent crime, including knife crime.
- Improve safety for women and girls both online and in the public realm.
- Work with partners including the Police and Police and Crime Commissioner to reduce shoplifting and abuse experienced by retail employees.
- Improve cycle security infrastructure.
- Work with partners including the Police and Police and Crime Commissioner to reduce domestic violence and support victims.



LEISURE AND HEALTH

**AIM:
HEALTHY AND SUPPORTED COMMUNITIES**

OBJECTIVES



PROMOTE ACTIVE AND HEALTHY LIFESTYLES IN EVERY AREA OF BROXTOWE

- Work with partners to develop positive programmes of activities with and for young people, and inclusive events to promote and enrich community life.
- Support health partners to tackle health issues in Broxtowe including reducing smoking rates, encouraging vaccination uptake, health screening, supporting people experiencing severe and multiple deprivation and supporting fluoridation.
- Develop and start the implementation of a new Public Toilet Strategy to renew and improve these facilities.



DEVELOP PLANS TO RENEW OUR LEISURE FACILITIES IN BROXTOWE

- Develop an Affordable Plan and attract resources to build a new leisure centre in Bramcote.
- Develop a plan for the future provision of leisure services in the north of Broxtowe.
- Consider supporting the provision of discounted access to leisure facilities for Carers.

SUPPORT PEOPLE TO LIVE WELL WITH DEMENTIA AND SUPPORT THOSE WHO ARE LONELY OR HAVE MENTAL HEALTH ISSUES

- Support the development of new doctors' surgery facilities in Beeston and Eastwood.
- Support the development of community support for people with mental health issues and for people living with dementia and their carers through Durban House in Eastwood.
- Support memory cafés in Broxtowe.

COMMUNICATIONS AND ENGAGEMENT



OBJECTIVES

IMPROVE THE WAY IN WHICH WE LISTEN TO AND ENGAGE WITH RESIDENTS

- Improve the ease with which people can contact the Council.
- Improve how we listen to people and demonstrate how we respond.
- Involve people more in shaping and designing services and strategies.
- Improve our understanding of the needs of people who are least often heard, particularly people who live in more deprived areas and those who experience poorer health and wellbeing and employment outcomes.

MEASURING IMPACT

We will aim to continuously measure progress in achieving our Corporate Plan objectives and produce quarterly reports to Cabinet demonstrating the progress that we are making. We will look to use the baselines and trajectories listed in the tables below to track our progress.

The Council has a Business Plan process linked to our annual budgeting cycle. Our business plans, which are scrutinised by the Overview and Scrutiny Committee before being approved by Cabinet, mirror our corporate objectives, and within them are found detailed performance indicators for each priority area and detailed tasks agreed to be undertaken

in the next year and future years to help us move forward in achieving our Corporate Plan objectives.

Reports are shared with all Councillors through our “Members Matters” publication on progress in implementing our Business Plan objectives.

HOUSING

Critical success measures	Baseline/ future trajectory	Comments	Enablers
Net additional homes added to Broxtowe’s housing stock.	Maintain 430 each year.	We need to achieve a build rate in Broxtowe of 430 homes a year to meet housing need.	Core Strategy review, to ensure land availability for housing in Broxtowe.
New Council homes built or acquired.	24 each year.	In 2023/24 for the first year in decades, we built or acquired more Council homes than we sold through right to buy. We would aim to deliver a steady pipeline of new housing for our housing stock during the plan period.	House Building Delivery Plan.
Tenant overall satisfaction.	66% baseline - improve this figure consistently in each year.	We will aim to consistently improve tenant satisfaction each year by improving handling of complaints, improving housing repairs, asset management and communication.	Housing Strategy. Complaints and compensation policy. Housing Improvement Project Plans.

Critical success measures	Baseline/ future trajectory	Comments	Enablers
Rent collected.	99% minimum each year.	We will aim to maintain our excellent record in collecting rent whilst supporting tenancy sustainability.	Financial inclusion and tenancy support services. Cost of living group.
Homeless cases prevented.	Achieve min 70% of all homelessness cases where we prevent homelessness each year	We will aim to continue our excellent record in preventing homelessness, acting promptly to support people who need temporary accommodation, moving them to permanent accommodation speedily, and reduce rough sleeping.	South Nottinghamshire Homelessness and Rough Sleeping Prevention Strategy.
Gas safety.	100% *	We will achieve full compliance in 5 (*) of these 6 areas by 2024/25 and in all areas within 3 years.	Housing Improvement Project Plans. Compliance safety sub committee.
Electrical safety.	100% *		
Asbestos management.	100%		
Lift safety.	100% *		
Fire risk assessments	100% *		
Legionella.	100% *		





BUSINESS GROWTH

Critical success measures	Baseline/future trajectory	Comments	Enablers
Town centre occupancy rates.	<p>Aim to achieve these rates of occupancy in our town centres.</p> <p>Beeston 95% Eastwood 93% Stapleford 93% Kimberley 93%</p>	We would aim to achieve the baselines quoted or above to ensure vacancy rates remain below the national average in all town centre areas.	<p>Events and cultural activities in town centres.</p> <p>Stapleford Towns Fund, Kimberley Government Funding and UKSPF funded projects affecting town centres.</p>
Planning decision times.	<p>Aim to achieve these standards consistently for processing times.</p> <p>Major 92% Minor 94% Other 98%</p>	Currently our planning application processing rates for “other” applications are high, which we will seek to maintain, and work to achieve a similar consistently high standard for major and minor applications.	Management focus.
Employment rate (ratio of employed residents to all residents aged 16-64).	<p>67.8% baseline.</p> <p>Aim to achieve an improving (i.e. consistently higher) employment rate throughout the plan period.</p>	We would work to see a gradually increasing trend over the plan period from the baseline quoted.	<p>Apprenticeship strategy.</p> <p>Delivery of Stapleford Towns fund projects.</p> <p>Delivery of Kimberley LUF projects.</p> <p>Delivery of UKSPF projects.</p>
Business start-up rate (ratio of business births to active enterprises).	<p>13% baseline.</p> <p>Aim to achieve a consistently improving rate from the baseline in each year of the plan.</p>	We would work to support an increasing trend over the plan period from the baseline quoted.	<p>Delivery of Stapleford Towns fund projects.</p> <p>Delivery of Kimberley Government Funded projects.</p> <p>Economic Development and Regeneration Strategy.</p>



ENVIRONMENT

Critical success measures	Baseline/future trajectory	Comments	Enablers
Recycling and composting rates.	37% - 50% 37% (baseline) - 50% (target at end of plan period).	By working to promote existing opportunities to recycle and compost waste and introduce food waste collections, we will aim to increase recycling and composting by around 2% a year to achieve 50% by the end of the plan period. We will also reduce contamination rates to 5%.	Waste Strategy. Introduction of food waste collection by 2027. Green Rewards scheme.
Residual waste levels.	498.77 kg per household baseline – work to achieve a consistently declining figure to – 469.44 kg per household at the end of the plan period.	Through active intervention we would look to work with residents to reduce residual waste.	Waste minimisation work. Green Rewards scheme. Community engagement.
Reduction of carbon emissions from our own operations.	2,378 tCO _{2e} consistently declining to 1,865 tCO _{2e} at the end of the plan period.	We will collaborate with employees to prioritise high carbon output areas, utilising the carbon management plan to implement targeted actions that will reduce the Council's own operation carbon emissions.	Housing improvement project plans. Compliance safety sub committee.
Parks and Open Spaces achieving the Broxtowe standard.	99% baseline - improve to 100% at the end of the plan period.	We will aim to maintain our excellent record in investing in our parks and open spaces and involving residents in how they should be improved.	Pride in Parks Programme. Green and Blue Infrastructure Strategy. Tree Management Strategy.

Critical success measures	Baseline/future trajectory	Comments	Enablers
Number of fly tipping operations.	475 baseline improving to - 300 at the end of the plan period.	We will aim to reduce incidents of fly tipping over the plan period by 5% a year.	Design out opportunities for fly tipping. Enforcement activity.
Satisfaction with street cleanliness.	54% improving to 62% at the end of the plan period.	We will aim to increase satisfaction with street cleanliness by 2% a year.	Additional enforcement. Volunteer effort.
Air Quality – number of NO ₂ diffusion tube samples with annual mean reading at or below 40 micrograms.	0 in each year.	We would aim to continue to ensure that air quality in Broxtowe remains within acceptable monitoring limits for good human health.	Air quality action plan.



COMMUNITY SAFETY

Critical success measures	Baseline/future trajectory	Comments	Enablers
All crime rolling average rate per 1,000 population.	64.5 baseline improving in each year of the plan period.	Broxtowe is a safe place to live compared with similar areas, but we aim to work to achieve a declining rate of all crime over the plan period.	Notts Community Safety Agreement. Broxtowe Community Safety Crime Prevention Plan.
ASB rate per 1,000 population.	19.6 baseline and a consistently improving figure in each year.	We aim to work with partners to achieve a declining rate of ASB over the plan period.	ASB protocol and policy. Litter Strategy.
Violence and sexual offences.	22.1 baseline and a consistently improving figure in each year.	We aim to work with partners to achieve a declining rate of ASB over the plan period.	Retain White Ribbon Accreditation. Achieve DAHA accreditation (for good practice in tackling domestic abuse by housing providers). Implement Serious Violence and Violence Against Women and Girls strategy and South Nottinghamshire Violence Response Plan.
Feeling safe after dark.	Baseline figures 67% (all) 73% (male) 53.6% (female) Achieve improvements in these rates during the plan period.	We aim to work to achieve an increasing trend on perceptions of safety after dark, especially amongst females, but in all categories over the plan period.	Implementation of Safer Streets funding initiatives. Provision of CCTV service. Safer for all action plan.



LEISURE AND HEALTH

Critical success measures	Baseline/future trajectory	Comments	Enablers
% Inactive adults.	22.6% baseline reducing every year during the plan period.	We would aim to see a downward trend in the percentage of people who have inactive lifestyles in Broxtowe over the plan period.	Active lifestyles programme. Get Active Strategy. Increase in gym memberships.
% Active adults.	62.9% baseline improving each year during the plan period.	We would aim to see a gradual upward trend in the percentage of people who have active lifestyles in Broxtowe over the plan period.	Progress plans for a new leisure centre in Bramcote and leisure opportunities in the north of Broxtowe.
Personal wellbeing	7.3 baseline improving by the end of the plan period.	We aim to see a gradual increase in the personal wellbeing score for people in Broxtowe over the plan period.	Health Action Plan.

RESIDENT PERCEPTION

Critical success measures	Baseline/future trajectory	Comments	Enablers
Satisfaction with the area residents live in.	71% baseline increasing by the end of the plan period.		Implementation of all the Corporate Plan objectives.
Satisfaction with the way the Council delivers services.	58% baseline increasing by the end of the plan period.	We would look to see a steady increase in perception for all these indicators from the baseline over the Corporate Plan period.	Digital Strategy. Customer Services Strategy.
Percentage of residents who feel the Council listens to them.	22% baseline increasing by the end of the plan period.		Communications and Engagement Strategy.

LISTENING AND RESPONDING



We have thought about ways in which we can respond positively to the comments local people made in response to our “Let’s Talk Broxtowe” survey. We have picked up the key messages and woven them into our priority objectives.

You Said	We Did
<p>Activities to support young people and a desire for a greater sense of community with suggestions for events, groups and projects to bring people together.</p>	<ul style="list-style-type: none"> • We’re delivering 5 Play Day events in different parts of Broxtowe for Children and Young People in the summer of 2024. • We’re launching a D.H. Lawrence writing competition for children and young people in 2024. • We’re delivering a new events programme with over 100 events for the local community in 2024. • We’re delivering an arts festival in 2024. The festival will run during June and will include a diverse cultural mix of theatre performances, art workshops, film showings, live music, and an art exhibition. • We’re building a new £6.4m state-of-the-art, accessible, energy-efficient, multi-use building with recreation and sports grounds on the Hickings Lane Recreation Ground in Stapleford. It will replace some of the town’s out-of-date community facilities and bring people of all ages together to meet, learn, play and keep fit, including facilities such as a community café, multi-use events and learning spaces and community rooms, 3G sports pitches and changing rooms, enhanced and increased onsite car parking spaces and cycle storage. • The Steven Gerrard Academy, which will open its first Midlands academy in Stapleford in September 2024, will use Hickings Lane as its future base for all football training and education. Not only will the Academy improve the education, health and wellbeing of children and young people and create job opportunities, it will put Stapleford on the map as a centre of excellence for sport.
<p>Cleaner streets.</p>	<ul style="list-style-type: none"> • We will strengthen our capacity to take enforcement action to ensure that fly tipping and litter is reduced and that streets are cleaner.

You Said	We Did
Be able to recycle more types of items and food waste collections .	<ul style="list-style-type: none"> ● We are making plans to implement kerbside food waste collections by October 2027. This will involve additional investment of £2,313,150 in vehicles and other equipment, and ongoing additional revenue expenditure of £973,950 per year.
Need for a greater variety of shops.	<ul style="list-style-type: none"> ● We will take an active role in intervening in town centres to support our high streets through: <ul style="list-style-type: none"> ▪ Fully letting the newly built Beeston town centre food and beverage outlets. ▪ Using grant funding to support town centre businesses in Kimberley. ▪ Build a new “Pencil Works” maker’s space in Stapleford to attract new businesses to Stapleford. ▪ Seek funding support from the East Midlands Combined Authority to invest in Eastwood.
Introduction of free parking.	<ul style="list-style-type: none"> ● The Council will review its parking arrangements.
More transparency on Council spending.	<ul style="list-style-type: none"> ● We already publish significant amounts of financial data on Council spending. We will review the data to see how we can promote it, make it more understandable and accessible for residents.
Concerns about flood risk.	<ul style="list-style-type: none"> ● We will look at possible natural solutions for areas at risk of flooding throughout the Borough, and plant the most appropriate species of tree and re-wild the Erewash flood plain at Toton by March 2025.



MULTI-USE CENTRE, HICKINGS LANE, STAPLEFORD



CAR PARK



THE ARC CINEMA, BEESTON



NOTTINGHAM CANAL, COSSALL



**WE ARE
DETERMINED
TO BUILD ON
THE SUCCESS
OF RECENT
YEARS**

HOLDING US TO ACCOUNT

Assurance and accountability in Local Government

There are many opportunities for Councils to be held to account and these can contribute to trust in the decision-making process. Decisions are based on openly available written advice, and the overwhelming majority of decisions made in the public interest are made in open public meetings.

The structures that reinforce this accountability include:

- Free and fair elections for Councillors responsible for making public decisions.
- Independent external audit.
- Independent regulation of service standards and practice.
- Opportunities for individuals and their advocates to complain and seek remedy and redress for service and ethical failures.

Broxtowe Borough Council has internal controls, challenges and practices in place to ensure that we adhere to good governance principles. These include:

- **Councillor scrutiny** (through the operation of our Overview and Scrutiny

Committee; questions asked at Council of Portfolio Holders).

- **audit and risk controls** (internal and external audit and the operation of our Governance Audit and Standards Committee).
- **the publication of annual governance statements.**
- **everyday actions taken by Officers who have statutory roles for financial matters** (a summary of their delegated authority is set out in the Council's constitution which is on our website).
- **propriety in decision-making** (Officers and Councillors operate within codes of conduct, which

govern how they conduct themselves in public office. Policies and procedures such as our Member and Officer complaints systems, disciplinary, grievance and whistleblowing policies, help to ensure Officers and Members act in accordance with the Nolan principles).

- **responsibility for management arrangements** (these are summarised in diagrammatic terms in the model below).

Additionally, Councils challenge and support each other to continuously improve, supported by regular peer challenge and by sharing improvement ideas and resources.

WHAT DO COUNCILS DO TO ASSURE THEMSELVES?

Internal Actions

Operational directors - delivery, benchmarking, clienting

- Directorate assurance statements
- Project / programme management
- Data quality assurance
- Performance appraisals
- Ensure appropriate governance and reviews of joint ventures / local authority trading companies / partnerships
- Performance / finance / risk reporting, including:
 - Corporate plan objectives delivery
 - Statutory performance compliance (for example planning applications, Freedom of Information requests)
 - National reporting
 - Savings delivery
 - Complaints
- Internal audit advice
- Children's / adults' safeguarding boards
- Consultation / engagement (including service users)
- Training / compliance with policies / processes (for example, procurement)

Head of paid service

- Review corporate performance reporting to inform actions to ensure appropriate number, grades, organisation, management of employees for discharge of functions
- Ensure appropriately senior / skilled employees employed. Including for:
 - Risk management
 - Health and safety
 - Emergency planning
- Ensure appropriate person leads review of controls consistent with CIPFA / Solace guidance
- Adopt / review whistleblowing policy

Head of internal audit (independent)

- Prepare / implement annual internal audit plan
- Audit governance / risk / controls / policies / processes / reporting
- Internal audit quality assurance and improvement programme

Monitoring Officer

- Responsible for / regularly review constitution - consistency with legislation / best practice
- Oversight of arrangements for Member decision-making - compliance with constitution / legislation and scrutiny (working with Democratic Services)
- Principal adviser to Standards Committee

Corporate programme / project management

'Golden triangle' meetings

Monitoring Officer with Section 151 Officer

- Scheme of delegation

Strategic management team - operational and strategic delivery

- Performance, finance and risk reporting and review including:
 - Corporate Plan objectives delivery
 - Statutory performance compliance (for example planning applications, Freedom of Information requests)
 - National reporting
 - Savings / medium-term financial strategy (MTFS) delivery
 - Complaints
 - Corporate Health Indicators (for example employee turnover, grievances)
 - Employee / resident surveys / engagement feedback (incl service users)
 - Benchmarking, triangulation
- Contribute to review of internal controls / annual governance statement
- Consider / respond to internal / external audit annual opinions / reports of Ombudsmen / Inspectors / Regulators / (non-) statutory and peer reviews

Senior information risk owner

- Designated responsibility for Information governance / protection of confidentiality of health and care Information / ensuring proper use

Section 151 Officer

- Oversight of financial affairs to ensure proper administration (including budget setting / budgetary controls, counter fraud policy, procurement processes)

WHAT YOU CAN DO TO HELP

HOUSING

- If you're living in a house that's too big for your needs, or you own an empty house in Broxtowe, consider downsizing, renting out a room, or bringing the property back into occupation.
- If you're a tenant, get involved in activities like estate walkabouts and tenant engagement groups to help us improve the service for you and your neighbours.
- If you're a developer to whom we've granted planning permission for housing, get on and deliver much needed housing for the community.



BUSINESS

- Support your local town centre by using the shops and facilities there.
- Keep learning! The higher skilled you are the better your chance of securing higher paid work.
- If you're a local business, provide opportunities for apprenticeship positions, training and work experience.



ENVIRONMENT

- Reduce your use of plastic and use public transport, or walk or cycle instead of using the car where possible.
- Recycle as much as you can and put the right items in your recycling bin to avoid contamination of recyclable materials.
- Grow your own food, plant a tree or create a pond in your garden to encourage wildlife.
- Join the Green Rewards scheme to improve your carbon footprint and gain green rewards for your locality.





LEISURE AND HEALTH

- Take steps to promote your own health and wellbeing to give yourself the best chance of living a healthy longer life.
- Be social. A healthy community is one where people volunteer and there are thriving local groups and societies in Broxtowe you can join.
- Be active. Get out and about and enjoy the good quality environment we have in our Borough.



COMMUNITY SAFETY

- Don't be a bystander – if you see criminal activity report it to the Police, if you would prefer to report a crime anonymously contact Crimestoppers.
- Get to know your neighbours and look out for them, especially if they are elderly or vulnerable.
- Don't mess with Broxtowe – clean up after your dog and don't drop litter.

KEEP UP TO DATE . . .

EMAIL ME SERVICE

Sign up to our Email Me Service - subscribe to updates on the services that matter to you, all direct to your inbox.

www.broxtowe.gov.uk/emailme



SOCIAL MEDIA

Follow us on social media for daily updates and news from across the Borough. You can find us on Facebook, X (Twitter), LinkedIn and YouTube.



LOCAL COUNCILLORS

Local Councillors are able to help and represent you if you need support in dealing with a local problem or issue. You can find out how to contact them through this link www.broxtowe.gov.uk/committees.

AGENDAS

Agendas, minutes and meeting dates are published on our website at www.broxtowe.gov.uk/committees and decisions for many of the Committees are

shared on our X (Twitter) account @broxtowebc.

GOVERNANCE

The Council has a Cabinet which make decisions about services and Committees which have terms of reference contained in our constitution, which can be found on our website. Most of our Cabinet and Committee meetings are public so members of the public are welcome to attend. At certain meetings, like Full Council Meetings, members

of the public can ask questions by prior arrangement. Residents can also make representations to Planning Committee subject to certain conditions. All our Council meetings are live streamed which can be watched on our YouTube channel.

CONSULTATIONS

Visit our consultations page to see how you can have your say on Council services www.broxtowe.gov.uk/consultations.



**Broxtowe
Borough
COUNCIL**

Broxtowe Borough Council

Foster Avenue, Beeston,
Nottingham NG9 1AB
Tel: 0115 917 7777
www.broxtowe.gov.uk

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