



Friday, 22 August 2025

Dear Sir/Madam

A meeting of the Cabinet will be held on Tuesday, 2 September 2025 in the Council Offices, Foster Avenue, Beeston, NG9 1AB, commencing at 6.00 pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors: M Radulovic MBE (Chair)  
G Marshall (Vice-Chair)  
G Bunn  
C Carr  
T A Cullen

R D MacRae  
J W McGrath  
H E Skinner  
V C Smith  
E Williamson

## A G E N D A

1. Apologies

To receive apologies and to be notified of the attendance of substitutes.

2. Declarations of Interest

(Pages 5 - 12)

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. Minutes

(Pages 13 - 20)

Cabinet is asked to confirm as a correct record the minutes of the meeting held on

4. Scrutiny Reviews (Pages 21 - 24)
- The purpose of this report is to make members aware of matters proposed for and undergoing scrutiny.
5. Resources and Personnel Policy
- 5.1 Local Government Reorganization (Pages 25 - 32)
- To provide an Update on Local Government Reorganization
- 5.2 Review of Corporate Plan Progress and Financial Performance - September 2024 (Quarter 1) (Pages 33 - 106)
- To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.
6. Economic Development and Asset Management
7. Change Delivery Manager Recruitment (Pages 107 - 110)
- To seek Cabinet approval for the conversion of the existing Change Delivery Manager role, currently within the establishment as a two-year fixed term post into a full-time permanent position.
8. Housing and Asset Management Service Improvement Plan - Update (Pages 111 - 124)
- To update Cabinet on the progress of activities aligned to the Housing and Asset Management Service Improvement Plan in accordance with the Council's Corporate Priority of Housing – a good quality home for everyone.
9. Housing
- 9.1 Damp and Mould Policy - revision (Pages 125 - 154)
- The Damp and Mould Policy has been amended in preparation for the introduction of Awaab's Law, which will enable the Council to improve on its service delivery in accordance with the Council's Corporate Priority of Housing – a good quality home for everyone.

10. Alterations and Improvement Policy (Pages 155 - 178)

To seek approval for an updated Alterations and Improvement Policy.

11. Cabinet Work Programme (Pages 179 - 180)

Cabinet is asked to approve its Work Programme, including potential key decisions that will help to achieve the Council's key priorities and associated objectives.

12. Exclusion of Public and Press

**The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Act.**

13. Irrecoverable Arrears (Pages 181 - 184)

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## Report of the Monitoring Officer

### DECLARATIONS OF INTEREST

#### 1. Purpose of Report

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda. The following information is extracted from the Code of Conduct, in addition to advice from the Monitoring Officer which will assist Members to consider any declarations of interest.

### **Part 2 – Member Code of Conduct**

#### **General Obligations:**

#### **10. Interest**

10.1 You will register and disclose your interests in accordance with the provisions set out in Appendix A.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of Members of the Council. The register is publically available and protects you by demonstrating openness and willingness to be held accountable.

You are personally responsible for deciding whether or not you should disclose an interest in a meeting which allows the public, Council employees and fellow Councillors know which of your interests gives rise to a conflict of interest. If in doubt you should always seek advice from your Monitoring Officer.

**You should note that failure to register or disclose a disclosable pecuniary interest as defined in Appendix A of the Code of Conduct, is a criminal offence under the Localism Act 2011.**

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#### **Advice from the Monitoring Officer:**

On reading the agenda it is advised that you:

1. Consider whether you have any form of interest to declare as set out in the Code of Conduct.
2. Consider whether you have a declaration of any bias or predetermination to make as set out at the end of this document
3. Update Democratic Services and the Monitoring Officer and or Deputy Monitoring Officers of any declarations you have to make ahead of the meeting and take advice as required.
4. Use the Member Interest flowchart to consider whether you have an interest to declare and what action to take.
5. Update the Chair at the meeting of any interest declarations as follows:

‘I have an interest in Item xx of the agenda’

'The nature of my interest is ..... therefore the type of interest is  
DPI/ORI/NRI/BIAS/PREDETERMINATION  
'The action I will take is...'

This will help Officer record a more accurate record of the interest being declared and the actions taken. You will also be able to consider whether it is necessary to send a substitute Members in your place and to provide Democratic Services with notice of your substitute Members name.

**Note: If at the meeting you recognise one of the speakers and only then become aware of an interest you should declare your interest and take any necessary action**

6. Update your Member Interest Register of any registerable interests within 28days of becoming aware of the Interest.

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**Ask yourself do you have any of the following interest to declare?**

**1. DISCLOSABLE PECUNIARY INTERESTS (DPIs)**

A "Disclosable Pecuniary Interest" is any interest described as such in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and includes an interest of yourself, or of your Spouse/Partner (if you are aware of your Partner's interest) that falls within the following categories: Employment, Trade, Profession, Sponsorship, Contracts, Land, Licences, Tenancies and Securities.

**2. OTHER REGISTERABLE INTERESTS (ORIs)**

An "Other Registerable Interest" is a personal interest in any business of your authority which relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority; or
- b) any body
  - (i) exercising functions of a public nature
  - (ii) anybody directed to charitable purposes or
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of general control or management.

**3. NON-REGISTRABLE INTERESTS (NRIs)**

"Non-Registrable Interests" are those that you are not required to register but need to be disclosed when a matter arises at a meeting which directly relates to your financial interest or wellbeing or a financial interest or wellbeing of a relative or close associate that is not a DPI.

A matter "directly relates" to one of your interests where the matter is directly about that interest. For example, the matter being discussed is an application about a particular property in which you or somebody associated with you has a financial interest.

A matter “affects” your interest where the matter is not directly about that interest but would still have clear implications for the interest. For example, the matter concerns a neighbouring property.

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## **Declarations and Participation in Meetings**

### **1. DISCLOSABLE PECUNIARY INTERESTS (DPIs)**

- 1.1 Where a matter arises at a meeting which **directly relates** to one of your Disclosable Pecuniary Interests which include both the interests of yourself and your partner then:

#### **Action to be taken**

- **you must disclose the nature of the interest** at the commencement of that consideration, or when the interest becomes apparent, whether or not such interest is registered in the Council's register of interests of Member and Co-opted Members or for which you have made a pending notification. If it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
- **you must not participate in any discussion** of that particular business at the meeting, or if you become aware of a disclosable pecuniary interest during the meeting you must not participate further in any discussion of the business, including by speaking as a member of the public
- **you must not participate in any vote** or further vote taken on the matter at the meeting and
- **you must withdraw from the room** at this point to make clear to the public that you are not influencing the meeting in anyway and to protect you from the criminal sanctions that apply should you take part, unless you have been granted a Dispensation.

### **2. OTHER REGISTERABLE INTERESTS (ORIs)**

- 2.1 Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests i.e. relating to a body you may be involved in:

- **you must disclose** the interest at the commencement of that consideration, or when the interest becomes apparent, whether or not such interest is registered in the Council's register of interests of Member and Co-opted Members or for which you have made a pending notification. If it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
- **you must not take part in any discussion or vote** on the matter, but may speak on the matter only if members of the public are also allowed to speak at the meeting
- **you must withdraw from the room** unless you have been granted a Dispensation.

### 3. NON-REGISTRABLE INTERESTS (NRIs)

3.1 Where a matter arises at a meeting, which is not registrable but may become relevant when a particular item arises i.e. interests which relate to you and /or other people you are connected with (e.g. friends, relative or close associates) then:

- **you must** disclose the interest; if it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
  - **you must not take part in any discussion or vote**, but may speak on the matter only if members of the public are also allowed to speak at the meeting; and
  - **you must withdraw** from the room unless you have been granted a Dispensation.
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#### **Dispensation and Sensitive Interests**

A “Dispensation” is agreement that you may continue to participate in the decision-making process notwithstanding your interest as detailed at section 12 of the Code of the Conduct and the Appendix.

A “Sensitive Interest” is as an interest which, if disclosed, could lead to the Member, or a person connected with the Member, being subject to violence or intimidation. In any case where this Code of Conduct requires to you to disclose an interest (subject to the agreement of the Monitoring Officer in accordance with paragraph 2.4 of this Appendix regarding registration of interests), you do not have to disclose the nature of the interest, if it is a Sensitive Interest in such circumstances you just have to disclose that you have a Sensitive Interest under S32(2) of the Localism Act 2011. You must update the Monitoring Officer when the interest is no longer sensitive, so that the interest can be recorded, made available for inspection and published.

#### **BIAS and PREDETERMINATION**

The following are not explicitly covered in the code of conduct but are important legal concepts to ensure that decisions are taken solely in the public interest and not to further any private interests.

The risk in both cases is that the decision maker does not approach the decision with an objective, open mind.

This makes the local authority’s decision challengeable (and may also be a breach of the Code of Conduct by the Councillor).

Please seek advice from the Monitoring Officer or Deputy Monitoring Officers, if you need assistance ahead of the meeting.



## **BIAS**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. If you have been involved in an issue in such a manner or to such an extent that the public are likely to perceive you to be biased in your judgement of the public interest:

- a) you should not take part in the decision-making process
- b) you should state that your position in this matter prohibits you from taking part
- c) you should leave the room.

## **PREDETERMINATION**

Where a decision maker has completely made up his/her mind before the decision is taken or that the public are likely to perceive you to be predetermined due to comments or statements you have made:

- a) you should not take part in the decision-making process
- b) you should state that your position in this matter prohibits you from taking part
- c) you should leave the room.

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## Registerable Interests

These are interests that you are required to register in accordance with the Code of Conduct. They are interests that you would know about in advance of an item coming up (e.g. land you own) and you should have included them when filling in your register of interests.

What type of Registerable Interest do you have in this matter?

### Disclosable Pecuniary Interests

These are any interests that are described as DPIs under the Code of Conduct and include both the interests of yourself and of your partner.

### Other Registerable Interests

These are personal interests that relate to certain types of bodies that you may be involved in as set out in the Code of Conduct.

Does the matter directly relate to one of your Disclosable Pecuniary Interests?

No

Does the matter directly relate to the financial interest or wellbeing of one of your Other Registerable Interests?

No

Does the matter affect a financial interest or the wellbeing of yourself or of a friend, relative or close associate?

No

Is the financial interest or wellbeing affected to a greater extent than the financial interests or wellbeing of the majority of inhabitants?

No

Would a reasonable member of the public knowing all the facts believe that it would affect your view of the wider public interest?

No

You must:

- Disclose the interest;
- Not speak on the matter;
- Not participate in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

You must:

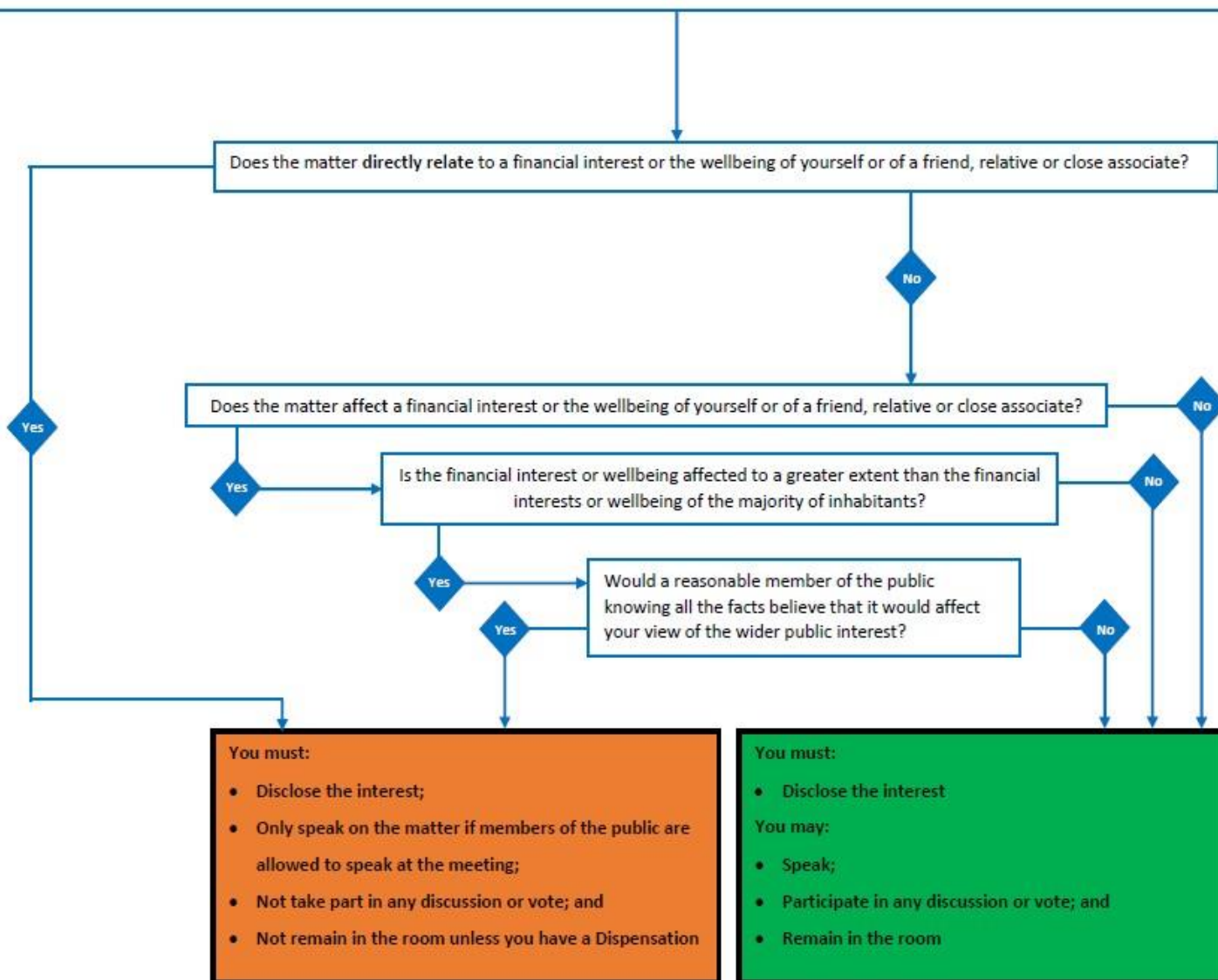
- Disclose the interest;
- Only speak on the matter if members of the public are allowed to speak at the meeting;
- Not take part in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

You must:

- Disclose the interest
- You may:
- Speak;
  - Participate in any discussion or vote; and
  - Remain in the room

## Non-Registerable Interests

These are interests that you are not required to register but may become relevant when a particular item arises. These are usually interests that relate to other people you are connected with (e.g. friends, relatives or close associates) but can include your own interests where you would not have been expected to register them.



## CABINET

**TUESDAY, 29 JULY 2025**

Present: Councillor G Marshall (Vice-Chair in the chair)

Councillors: G Bunn  
C Carr  
R D MacRae  
J W McGrath  
H E Skinner  
V C Smith  
E Williamson

26 APOLOGIES

Apologies for absence were received from Councillors T A Cullen and M Radulovic MBE.

27 DECLARATIONS OF INTEREST

Councillor J W McGrath declared a non-disclosable pecuniary interest in item 14 due to a family member being employed by Liberty Leisure Ltd, minute number 39 refers.

28 MINUTES

The minutes of the meeting held on 1 July 2025 were confirmed and signed as a correct record.

29 SCRUTINY REVIEWS

Cabinet noted the matters proposed for and undergoing scrutiny.

30 MINUTES FROM OTHER MEETINGS

30.1 MINUTES OF THE UKSPF ADVISORY PANEL MEETING ON 13 JUNE 2025

Cabinet noted the minutes of the UKSPF Advisory Panel meeting held on 13 June 2025.

## 31 RESOURCES AND PERSONNEL POLICY

### 31.1 CITIZENS ADVICE CENTRAL NOTTINGHAMSHIRE

Cabinet considered a grant application from Citizens Advice Broxtowe Division following the expiration of a previous commitment of a three-year grant funding settlement from 2021/22 in accordance with the provisions of the Council's Grant Aid Policy. The three-year funding was again agreed and the settlement is seen to provide some much needed stability for Citizens Advice Broxtowe Division and provide a platform to gain additional funds from other sources.

**RESOLVED to release the second-year grant aid funding of £73,750 for 2025/26 accordingly.**

#### Reason

The Council was empowered to make grants to voluntary organisations by virtue of Section 48 Local Government Act 1985. The grant supported the Corporate Priorities with providing a safe place for the community and supporting people to live well.

### 31.2 LOCAL GOVERNMENT REORGANISATION

Members noted a report on the latest position on Local Government Reorganisation in accordance with the requirement of Government to submit a final business case for local government reorganisation in Nottinghamshire. A number of points were raised which included dismay at the lack of detail contained within the PWC interim plan options document.

## 32 HOUSING

### 32.1 EMPTY HOMES STRATEGY 2025-2030

Members considered the Empty Homes Strategy 2025-2030 and were informed that the Council recognises the importance of bringing long-term empty homes back into use. The issues surrounding empty dwellings were discussed.

**RESOLVED that the updated Empty Homes Strategy be approved**

#### Reason

This is in accordance with the Council's corporate priority of Housing – a good quality home for everyone.

### 32.2 ASSET MANAGEMENT STRATEGY

Cabinet was informed that the Asset Management Strategy was in the process of being refreshed and a further report would be submitted in September. The Strategy would set out plans to utilise assets held within the Housing Revenue Account.

**RESOLVED that the Asset Management Strategy introduction and 'compass' be approved.**

Reason

This is in accordance with the Council's corporate priority of Housing – a good quality home for everyone.

32.3 HOUSING DELIVERY PLAN

The Housing Delivery Plan was being refreshed alongside the Asset Management Strategy which was previously considered. The Housing Delivery Plan document highlighted recent achievements with regards to adding to the Housing Revenue Account housing stock, the methodology for how the Council would build or acquire more housing going forward and the risks associated with this. Members stated that the Plan was a huge achievement with ambitious targets and delivery levels were high.

**RESOLVED that the Housing Delivery Plan be approved.**

Reason

This is in accordance with the Council's corporate priority of Housing – a good quality home for everyone.

32.4 HOMES ENGLAND COMPLIANCE AUDIT REPORT

Cabinet noted the positive outcome of the Homes England Compliance audit report following the Council's selection for the audit process. Members passed on their thanks to the various teams that had been involved in the process.

33 LEISURE AND HEALTH

33.1 ANNUAL FOOD SAFETY SERVICE PLAN 2025-2026

Cabinet was informed that the Food Standards Agency Framework Agreement sets out what the Food Standards Agency expects from local authorities in their delivery of official controls on food law. It includes the requirement to prepare a statutory Food Service Plan and prescribes in detail which areas of the service should be covered by the Plan. The use of apprenticeships was encouraged and Members commended those involved in achieving compliance.

**RESOLVED that the Annual Food Safety Service Plan 2025/26 be approved.**

Reason

Failure to have an agreed plan in place is contrary to the Food Law Code of Practice (England) (amended March 2021) requirements and can be a point of failure if the Council receives an audit by the Food Standards Agency. The plan is subject to amendment and review in accordance with good practice, guidance and legal controls.

## 34 ENVIRONMENT AND CLIMATE CHANGE

### 34.1 CONTAMINATED LAND STRATEGY 2025-2030

The Contaminated Land Strategy details the Council's approach to assessing the risk from contaminated land within the Borough and the need for that land to be remediated, as it is developed to ensure land is suitable for its use. The approach remains unchanged from the previous Strategy but includes actions to review the contaminated land prioritisation software, review the site information and carry out further assessments of the highest priority sites.

**RESOLVED that the updated Contaminated Land Strategy be approved.**

#### Reason

This is in accordance with the Council's corporate priority of Environment – protect the environment for the future.

### 34.2 ANNUAL AIR QUALITY STATUS REPORT 2025

Each year, the Department of Food Environment and Rural Affairs requires all local authorities in England to produce an Annual Status Report in respect of air quality for the preceding calendar year. The production of an Annual Status Report is intended to aid local transparency, increase accessibility of air quality to the wider public audience and encourage buy-in to delivering air quality improvement measures by those best placed to assist.

**RESOLVED that the Air Quality Status Report 2025 and the updated Action Plan, be approved.**

#### Reason

This is in accordance with the Council's corporate priority of Environment – protect the environment for the future and Community Safety – a safe place for everyone.

### 34.3 VEHICLE FLEET REPLACEMENT PROGRAMME REALLOCATION OF THE CAPITAL BUDGETS

Members considered a report which provided information on a vehicle which had suffered an engine fire and a JCB which had experienced ongoing mechanical problems, including engine fan failures and filter blockages, which had required multiple repairs. The frequency and cost of these repairs were becoming uneconomical and continued investment in repairs to this vehicle are no longer viable. It was queried as to whether the mechanical problems were due to maintenance issues or were integral to the construction of the vehicle.

**RESOLVED that the capital budgets for the fleet vehicle and plant replacement programme be reallocated across financial years to allow for the early purchase of two vehicles be approved, subject to assurances being provided that the causes of the mechanical problems to the JCB have been interrogated.**



Reason

The reallocation of these capital funds ensures uninterrupted service delivery and operational efficiency. Approving these adjustments facilitates timely procurement of the respective replacements, thereby minimising operational risks and additional costs.

35 COMMUNITY SAFETY

35.1 REVISED CHILDRENS SAFEGUARDING POLICY 2025-28

Members were informed that the Council has a specific statutory duty under Section 11 of the Children Act 2004 to make arrangements for ensuring that its functions, and services provided on its behalf, were discharged with regard to the need to safeguard and promote the welfare of children. The Safeguarding Children Policy sets out how the Council would meet its obligations.

**RESOLVED that the revised Safeguarding Children Policy 2025-28 policy be approved.**

Reason

All individuals, contractors and agencies have a duty to ensure they are familiar with and can access the Council's reporting safeguarding procedures or are familiar with and can access those of their own company/agency. The Policy incorporates the Council priorities as a safe place for everyone.

35.2 SAFEGUARDING ADULTS POLICY

Members were informed that the Council was responsible for ensuring that employees are competent and confident in carrying out their responsibilities for safeguarding and promoting the welfare of adults.

The Safeguarding Adults Policy sets out how the Council would meet its obligations. The Council has a statutory duty to assist Nottinghamshire County Council in making enquires it thinks necessary to decide if and what kind of action should be taken to protect an adult at risk from suspected abuse.

**RESOLVED that the revised Safeguarding Adults Policy 2025-28 be approved.**

Reason

The aim of the Policy was to enable the Council to meet the moral and legal responsibilities necessary to safeguard and promote the welfare of adults with care and support needs in order to keep them safe from abuse or neglect. The Policy incorporates the Council priority of as a safe place for everyone.

35.3 SLAVERY STATEMENT 2024

Cabinet considered a report which sought approval for the annually reviewed and updated Modern Slavery Statement and for its inclusion on the website and the Home

Office's published Modern Slavery statements. The Statement had been recommended to Cabinet by the Policy Overview Working Group.

**RESOLVED that the Modern Slavery and Human Trafficking Statement 2024/25 be approved.**

Reason

It is considered that Broxtowe Borough Council should be keen to raise awareness of slavery and human trafficking and as a large scale local employer and provider of services, should make its position of zero tolerance in respect of slavery and trafficking clear and unequivocal.

35.4 APPROVAL TO CONSULT ON PSPO RENEWALS

Public Spaces Protection Orders (PSPO) are designed to deal with a nuisance affecting the whole community in a defined area by imposing conditions on the use of that area. Ten PSPO were currently in place in Broxtowe, six for the control of ASB related to alcohol consumption, two for car cruising, one for dog control and one for the closure of a footpath. In December 2020, all PSPO in the Borough were aligned and the six relating to alcohol consolidated to allow for more efficient management. The consultation will cover Members, stakeholders and members of the public and all Members were encouraged to respond.

**RESOLVED that permission to consult on PSPO renewals be approved.**

Reason

The Council is required to carry out the necessary consultation before making a PSPO and this must include consulting with 'the chief officer of police, and the local policing body, for the police area that includes the restricted area' and with appropriate community representatives and those who own or occupy land within the restricted area. The Council must also notify the local parish councils within the affected area. Before reaching a decision in relation to the extension of the PSPO and its implementation in the revised terms proposed, The Council must conscientiously consider the results of consultation.

36 ECONOMIC DEVELOPMENT AND ASSET MANAGEMENT

36.1 HIGH STREET RETAIL AUCTIONS EASTWOOD EXTENSION AND UPDATE

Members noted a report which gave an update on the work that had commenced in bringing the new pilot measure into Eastwood.

37 CABINET WORK PROGRAMME

Members considered the Work Programme.

**RESOLVED that the Work Programme, including key decisions, be approved.**

Reason

This is in accordance with all of the Council's Corporate Priorities.

38 EXCLUSION OF PUBLIC AND PRESS

**RESOLVED** that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Act.

39 BRAMCOTE LEISURE CENTRE - PLANNING APPROVAL AND RIBA 4

**RESOLVED** that a supplementary capital estimate for additional design fees be approved, the addition to the Capital Programme 2025/26 being funded from General Fund capital receipts.

Reason

This is in accordance with the Council's key priority of Health – having healthy and supported communities and to promote active and health lifestyles in every area of Broxtowe.

(Having declared an interest in the item Councillor J W McGrath left the meeting before discussion or voting thereon.)

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## Report of the Monitoring Officer

<b>Scrutiny Reviews</b>
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1. Purpose of Report

The purpose of this report is to make Members aware of matters proposed for and undergoing scrutiny. This is in accordance with all the Council's priorities.

2. Recommendation

**The Cabinet is asked to NOTE the report.**

3. Detail

Work continues to prepare the Committee's Task and Finish group on the issue of Cemetery Memorials. A Democratic Services Officer has been assigned to carry out the review, which will meet in mid-August to scope its work and agree a Terms of Reference.

At its meeting on 25 September 2025 will receive updates from Officers on the issues of the D H Lawrence Museum, street cleansing and Councillors' use of the ICT systems.

Cabinet will receive updates at each future meeting as to the progress of the Overview and Scrutiny Committee's work programme as contained in the attached **Appendix** and is asked to consider the future programme and decision-making with knowledge of the forthcoming scrutiny agenda. The work programme also enables Cabinet to suggest topics for future scrutiny.

Key Decision

4. This report is not a key decision as defined under Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

5. Updates from Scrutiny

Not applicable.

6. Financial Implications

The comments from the Assistant Director Finance Services were as follows:

There are no direct financial implications arising from this report.

7. Legal Implications

The comments from the Monitoring Officer / Head of Legal Services were as follows:

Whilst there are no legal implications arising from the report, under Section 9F of the Local Government Act 2000, Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council's area or the inhabitant of its area.

8. Human Resources Implications

The comments from the Human Resources Manager were as follows:

Not applicable.

9. Union Comments

The Union comments were as follows:

Not applicable

10. Climate Change Implications

The climate change implications are contained within the report.

11. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

12. Equality Impact Assessment

Not required.

13. Background Papers

Nil.

## Appendix

## 1. Topics Agreed by the Overview and Scrutiny Committee

	Topic	Topic suggested by	Link to corporate priorities/values
1.	Child Poverty	Overview and Scrutiny Committee	Support people to live well, A good quality home for everyone
2.	Budget Consultation	Overview and Scrutiny Committee	All Corporate Priorities
3.	Building Control	Councillor B C Carr agreed by the Overview and Scrutiny Committee to put on hold.	A good quality home for everyone
4.	Committee Agendas	Councillor T Marsh	Protect the environment for the future.
5.	Environmental Enforcement Fines	Cabinet	Protect the environment for the future.
6.	Cemetery Memorial Review	Cabinet	Community Safety – A safe place for everyone.

## 2. Update Reviews

	Topic	Topic suggested by	Link to corporate priorities/values	Proposed Date to Overview and Scrutiny Committee
1.	Markets in the Borough	Overview and Scrutiny Committee	Invest in our towns and our people	November 2025

	Topic	Topic suggested by	Link to corporate priorities/values	Proposed Date to Overview and Scrutiny Committee
2.	D.H. Lawrence Museum	Overview and Scrutiny Committee	Invest in our towns and our people.	September 2025
3.	Equality, Diversity and Inclusion at the Council. (Report to Cabinet 3 September 2024)	Councillor S Dannheimer	Invest in our towns and our people, Support people to live well, Protect the environment for the future, and a good quality home for everyone.	Date to be confirmed.



## **Report of the Chief Executive**

### **Local Government Reorganisation**

#### **1. Purpose of Report**

To give an update report on Local Government Reorganisation (LGR) in Nottinghamshire.

#### **2. Recommendation**

**Cabinet is asked to NOTE the report**

#### **3. Detail**

##### **3.1. Community Engagement Exercise**

Since Cabinet last received an update on Local Government Reorganisation, a county-wide engagement exercise has been launched. A Local Government Reorganisation Conssurvey is live and open until 14 September 2025. In Broxtowe a mail-out to every household in the Borough of this survey has been dispatched, including some additional Broxtowe questions, enabling residents to express their support or lack of support for each of the two main options (1(b) being City/Gedling/Broxtowe and 1(e) being City/Rushcliffe/Broxtowe). The county-wide survey does not refer to the City Council's extended boundary option as it was felt in Nottinghamshire that this was insufficiently certain to legitimately enable residents to express a view. Despite this, the City Council did include their potential expanded boundary option in their consultation. However residents in Gedling, Broxtowe and Rushcliffe have not been consulted on it.

The Council will also be holding two in-person engagement sessions for residents and members of the community to come and hear a short presentation on LGR and then ask any questions to Senior Officers. There will be one held in the north and one in the south of the Borough, the details of which are below:

- Wednesday 27 August at Beeston Council Offices, 6.00pm - 8.00pm
- Thursday 4 September at Eastwood Town Council, 6.00pm - 8.00pm

At the time of the writing of this report, approximately 5,000 survey returns had been made across Nottinghamshire. Around 500 of these are from Broxtowe. Figures will be updated at the meeting.

##### **3.2. Programme Management Framework**

**Appendix 1** sets out how the Council's governance framework will operate for local government reorganisation, and the links that will be made in to the Nottinghamshire LGR Programme Board, the Nottinghamshire Chief Executive's Group, and the Nottinghamshire Economic Prosperity Committee (on which Joint Committee the Leader of the Council is represented).

It also sets out the terms of reference, objectives and responsibilities of a new Broxtowe LGR Implementation Group which will comprise senior officers of the Council.

### 3.3. Countywide Implementation activity

The City Council will not have completed work to develop its extended City unity model for another few weeks. Accordingly, it is not yet known exactly where the boundaries for that new unitary would be, or whether that authority or the remaining unitary authority in the North of Nottinghamshire, would be economically viable. It is also not yet known how the City's proposed governmental structures would match the Government's criteria. No detailed joint working to take forward that option has been started.

Similarly, the County Council has not yet determined which model of local government reorganisation it will support.

Broxtowe Borough Council's position on Local Government Reorganisation has been made quite clear, in that it will not support an option which involves Broxtowe becoming part of a wider City unitary.

### 3.4. Option 1e (City/Rushcliffe/Broxtowe)

A Nottinghamshire officer group has been set up to progress detailed business case modelling for option 1 (e).

Broxtowe has put forward officer representatives for this group in order to ensure that any issues which are of interest and concern to Broxtowe's residents are identified. This does not mean the Council is supporting this option – it simply gives officers the power to influence and be informed about the development of this business case.

So far, a number of workstreams have been identified. Broxtowe has nominated lead officers for each of these, who are highlighted below:

- Workstream 1: A proposal should seek to achieve for the whole of the area concerned the establishment of a single tier of local government. BBC representative: Planning Manager
- Workstream 2: Unitary local government must be the right size to achieve efficiencies, improve capacity and withstand financial shocks. BBC representative: Chief Accountant
- Workstream 3: Unitary structures must prioritise the delivery of high quality and sustainable public services to citizens. BBC representative: Assistant Director Environment Services
- Workstream 3 has also established a number of sub-groups looking at specific areas of the organisations, such as Environment, Customer Services, ICT

etc.. It is likely that these groups will be seeking more detailed analysis of the areas to support in building the Business Case.

- Workstream 4: Meeting local needs and informed by local views AND Workstream 6: Stronger Community engagement and opportunity for neighbourhood empowerment - BBC representative: Principal Communications and Cultural Services Officer
- Workstream 5: New unitary structures must support devolution arrangements. BBC representative Assistant Director Revenues, Benefits and Customer Services

These groups meet fortnightly.

### 3.5. Option 1 (b) – City/Gedling/Broxtowe

It is likely that once the implementation group for option 1b is mobilised (assuming it does not fall away after the County and City determine their position) then the Council will need to have similar officer representation on that group.

### 3.6. City Council extended boundary option

If the City Council decide to pursue this option Broxtowe may be invited to be part of any implementation planning activity. However, no discussion has taken place about this at present.

## 4. Financial Implications

The comments from the Assistant Director Finance Services were as follows:

The Deputy Chief Executive and Section 151 Officer and the Assistant Director Finance Services continue to be engaged, through the Nottinghamshire Finance Officers Association (NFOA), in supporting with the financial aspects of the options appraisal process completed in conjunction with the consultants PwC and supported by CIPFA.

The assumptions made by PwC have been challenged and reasonable assurances have been provided as to transition costs and potential savings. Further detailed work will continue in developing the full business case of the preferred option(s) once these are confirmed.

## 5. Legal Implications

The comments from the Head of Legal Services were as follows:

Whilst there are no direct legal implications arising from this report, it does detail the work that is currently being conducted by key Officers and details what will be required thereafter to ensure progress. Furthermore, public engagement is

key for the Council to seek resident's views on these important proposals. As the process develops the legal implications will emerge and relevant commentary will be provided at each stage of the process.

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

No comment.

7. Union Comments

The Union comments were as follows:

From UNISON's perspective, we would request that managers who are members of the various workstreams consider the impact on employees and the protection of their terms and conditions wherever possible.

8. Climate Change Implications

Climate change will be one of the service issues considered as part of the reorganisation process.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report. A Memorandum of Understanding has been drafted and the Council are expected to become signatories. This document will set out the arrangements for data sharing in relation to LGR information. At this stage it is not anticipated that any personal data will be exchanged prior to the submission of the full business case in November.

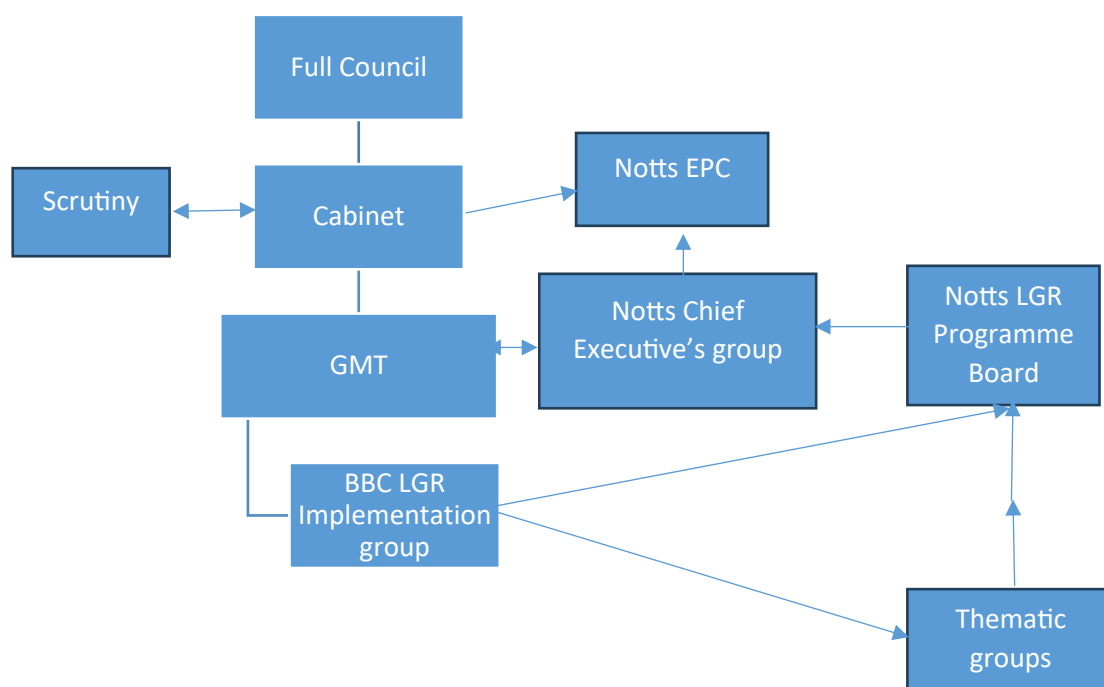
10. Equality Impact Assessment

No equality impact assessment issues at this stage.

11. Background Papers

Nil.

## Appendix 1 Broxtowe Governance Framework



### Broxtowe Borough Council – Local Government Reorganisation (LGR) Implementation Group

#### 1. Purpose

To provide co-ordination, planning, strategic oversight, and support for the effective implementation of LGR, ensuring compliance with statutory requirements, ensuring continuing service delivery, and successful transition to the new governance model.

#### 2. Objectives

- Ensure the interests of Broxtowe borough Council are represented within the final business cases submitted to Government for consideration by Government in November 2025.
- Identify and mitigate risks associated with LGR.
- Ensure effective communication and engagement with stakeholders, including, staff, members, residents, and partners.
- Oversee the implementation of the agreed LGR plan.
- Act as a co-ordinating body between Broxtowe Borough Council and the successor (shadow/new) authority.
- Monitor and support the transfer of employees, assets, contracts and responsibilities.
- Provide regular update reports to Cabinet and where appropriate Full Council.

#### 3. Key responsibilities

- Co-ordinate Broxtowe Borough Council's input into various transition workstreams

- Develop and maintain a local implementation plan aligned to the LGR programme.
- Ensure the Council's decision making and activities stay within the regulatory framework and restrictions imposed by Government
- Provide assurance to the Council on readiness of services and systems for Day 1 and beyond.
- Identify key interdependencies and alignment with the Council's plans and that "business as usual" is maintained.
- Ensure adequate resourcing of the programme , including employee capacity and budget implications of implementation.
- Report progress and escalate concerns and risks to Nottinghamshire LGR programme board.

#### **4. Governance and Reporting**

The Group will report to Councillors through regular reports to Cabinet and Full Council, and where appropriate the Nottinghamshire LGR programme board.

A summary of actions and decisions will be produced after each meeting for transparency.

#### **5. Frequency of meetings**

The Group will meet, initially every two weeks, or more frequently as required during key stages of implementation.

#### **6. Review**

These terms of reference will be reviewed if there are significant changes in scope or programme requirements.

#### **7. Membership**

Chair – Interim Chief Executive  
 Interim Deputy Chief Executive /151 officer  
 Monitoring Officer  
 Communications Manager  
 Identified LGR lead on option 1e  
 Identified LGR lead on option 1b  
 Identified LGR lead on City expanded boundary option ( if required)  
 HR Manager – expected to join the group once LGR decision has been made Spring / Summer 2026  
 Union Representative

#### **Communication:**

Interim Chief Executive to provide a fortnightly group leader's email to update on progress

#### **Theme leads**

- Housing – Assistant Director Housing
- Assets – Assistant Director Asset Management and Development
- Leisure – Operations Director Leisure Ltd.
- ICT and Support Services (include HR, Finance, Legal, BSU and ICT) and MOU LGR Data Sharing – Assistant Director Corporate Services
- Community safety – Head of Community Safety and Communities
- Environment – Assistant Director Environment
- Planning – Assistant Director Planning and Economic Regeneration

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## **Report of the Portfolio Holder for Resources and Personnel Policy**

### **Review of Corporate Plan Progress and Financial Performance - Quarter 1**

#### **1. Purpose of Report**

To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.

#### **2. Recommendation**

**Cabinet is asked to NOTE the progress made in achieving the Corporate Plan priorities and financial performance for the quarter ended 30 June 2025.**

#### **3. Detail**

The Corporate Plan 2024-2028 was approved by Council on 10 July 2024. Business Plans are primarily linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety. In addition, the support service areas of Resources, Revenues, Benefits and Customer Services and ICT and Business Transformation are also considered. Business Plans for 2025/26 were approved by Council on 6 March 2025.

As part of the Council's performance management framework and to meet the commitment to closely align financial and performance management, the Business Plans for the priority areas are considered alongside detailed revenue budget estimates, capital programme and other financial information.

Members and senior management receive regular reports during the year which review progress against their respective Business Plans, including a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide Members with an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI), identified as a means by which outcomes relating to corporate priorities and objectives can be measured. This summary is detailed in **Appendix 1a**. The report for Liberty Leisure Limited is also included at **Appendix 1b**.

A summary of the financial position as at 30 June 2025 with regard to the employee budgets, controllable income headings and a summary of the capital expenditure position is included in **Appendix 2**.

4. Key Decision

No applicable.

5. Updates from Scrutiny

No applicable.

6. Financial Implications

The comments from the Assistant Director Finance Services were as follows:

Any financial implications are considered in the report and appendices.

7. Legal Implications

The comments from the Head of Legal Services were as follows:

There are no specific legal implications that arise from this report.

8. Human Resources Implications

There were no comments from the Human Resources Manager.

9. Union Comments

There were no Union comments in relation to this report.

10. Climate Change Implications

Climate change implications are considered as part of the business planning and budget setting process.

11. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

12. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

13. Background Papers

Nil.

## Performance Management – Broxtowe Borough Council

### 1. Background - Corporate Plan

The Corporate Plan was approved by Council on 10 July 2024. It sets out the Council's priorities to achieve its vision to make "A greener, safer, healthier Broxtowe where everyone prospers". Over the period, the Council will focus on the priorities of Housing, Business Growth, Environment, Leisure and Health, and Community Safety.

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.

### 2. Business Plans

A series of Business Plans linked to the five corporate priority areas were approved by full Council on 5 March 2025. In addition, the Business Plans for the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were also approved.

The respective Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period but are revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee / Cabinet. This includes a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.






### 3. Performance Management

As part of the Council's performance management framework, Committees / Cabinet and Members receive reports of progress against the Business Plans. This report provides the outturn data relating to Critical Success Indicators (CSI) for each area and a summary of the progress made to date on key tasks and priorities for improvement in 2025/26 (as extracted from the performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).






The Council monitors its performance using the performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the performance reports is as follows:

#### Action Status Key

Icon	Status	Description
	Completed	Action/task has been completed
	In Progress	Action/task is in progress and is currently expected to meet the due date
	Warning	Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	Action/task has passed its due date
	Cancelled	Action/task has been cancelled or postponed

#### Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only

The Performance Indicator Status in the tables shows the position related to the frequency of reporting as described in the column titled "Frequency". Where the frequency is annually this will be for the previous year 2024/25.

**Performance Summary – Priority Areas**

The tables provide a summary of Business Progress for the Council's priority areas.

**Priority Areas – Key Tasks and Areas for Improvement 2025/26**

	Completed 	In Progress 	Warning 	Overdue 	Cancelled 
<b>Housing</b>	-	11	-	-	1
<b>Business Growth</b>	2	7	-	-	-
<b>Environment</b>	-	12	-	-	-
<b>Leisure and Health</b>	-	14	-	-	-
<b>Community Safety</b>	6	27	-	-	-
<b>TOTAL</b>	8	71	-	-	1




**Summary of Progress of Performance Indicators for the Council's Priority Areas**



The summary below shows the 2025/26 quarter 1 performance information and targets. Where data is only available on an annual basis the information has been excluded from the summary table to provide an accurate summary of progress at quarter 1.



The figures in brackets provide the number of Performance Indicators that are the number of Critical Success Indicators.

	Satisfactory 	Warning 	Alert 	Data Only 
<b>Housing</b>	7 (5)	3 (2)	5 (2)	- (-)
<b>Business Growth</b>	6 (3)	2 (1)	1 (-)	2 (-)
<b>Environment</b>	9 (1)	2 (-)	1 (-)	3 (-)
<b>Leisure and Health</b>	- (-)	- (-)	- (-)	1 (1)
<b>Community Safety</b>	2 (-)	- (-)	3 (-)	9 (4)
<b>TOTAL</b>	<b>24 (9)</b>	<b>7 (3)</b>	<b>10 (2)</b>	<b>15 (5)</b>



**Housing - Critical Success Indicators 2025/26**

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Red 	<b>HSTOP10_02</b> Gas Safety	Monthly	99.85%	100%	99.87%	100%	In April 2025, four properties were out of compliance due to a system error. This has been rectified and measures implemented to prevent reoccurrences. Full compliance was maintained in May and June 2025. HouseMark benchmarking for Q1 2025/26 for LA and ALMO is: Quartile 3 – 99.66%; Median 99.91%; Quartile 1 – 100%.
Green 	<b>HSLocal_33</b> Legionella compliancy	Monthly	100%	100%	100%	100%	With a robust system, the Council has achieved its monthly target.
Green 	<b>HSLocal_44</b> Asbestos compliancy	Monthly	14.5%	100%	100%	100%	Performance indicator linked to new regulatory requirements from the Regulator of Social Housing which is calculated annually. Number of properties requiring an asbestos survey = 4,271 Number of asbestos surveys complete = 4,022 In terms of compliance with the current Tenant Satisfaction Measures, the Council is 100% and has commenced a reinspection programme, which covers 267 blocks. The Council have undertaken an exercise to review their current asbestos data, ensuring it meets the requirements of the Control of Asbestos Regulations 2012 and conforms with best industry practice. Following review, a data cleansing exercise has taken place. A contractor was appointed following a procurement exercise to undertake the asbestos surveys. All communal areas have now been surveyed; the authority is 100% compliant. Benchmarking from HouseMark from 2024/25 for England (based on 200 landlords) is Median: 100%, Fully Compliant: 78.5% HouseMark's benchmarking for Central LA and ALMO in 2023/24 is Median: 100%, Fully Compliant: 86.8%

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>HSLocal_45</b> Blocks and schemes with a Fire Risk Assessment (FRA)	Monthly	70%	100%	100%	100%	Performance Indicator 2023/24 is linked to the new regulatory requirements from the Regulator of Social Housing which is calculated annually. All 1,646 communal area FRS have been completed as at June 2025. (AMD) Over 4,000 FRA remedials to work through, including around 800 physical work items. The majority of these actions are low risk housekeeping issues, which are being worked through with Housing Management colleagues. The performance measure in terms of compliancy is around a valid FRA for each block with a common area, which the authority is 100% compliant on. The outstanding remedial actions are high, and work is underway to address this, however this is not measured within this indicator. According to HouseMark, 67.7% of landlords in England are fully compliant (based on 200 landlords). In the Central region consisting of Local Authorities and ALMOs, 81.3% of landlords are compliant.
Green 	<b>AMDLocal_03</b> Proportion of homes (with communal areas) for which all required fire risk assessments have been carried out (%)	Monthly	-	TBC	100%	100%	New Performance Indicator to replace <b>AMD2528_04</b> Undertake Fire Safety Risk action remediation. All 1,646 communal area FRS have been completed as at June 2025. Presently, all General Needs properties are covered by a simultaneous evacuation process, with communal areas covered by a smoke detection system, connected to detection within the dwellings. These properties will not require an FRA. In addition, the current Fire Safety Order legislation does not require dwellings to have an FRA completed. All-purpose built Independent Living Scheme properties are being checked, as they are part of a stay put process, to ensure they are capable of performing to the necessary standard, however as they are purpose built, this will have been covered within the design of the blocks upon construction.

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Red 	<b>AMDLocal_04</b> Number of outstanding Fire Safety Risk remedial actions	Monthly	-	TBC	4,022	TBC	New Performance Indicator to replace <b>AMD2528_04</b> Undertake Fire Safety Risk action remediation. Over 4,000 FRA remedials to work through, including around 800 physical work items. The majority of these actions are low risk housekeeping issues, which are being worked through with Housing Management colleagues. A full review of all current FRAs is being undertaken, with a view that the 4k current position will reduce significantly.
Amber  Page 40	<b>HSLocal_29</b> Electrical compliancy	Monthly	89.10%	95.50%	96.2%	100%	<p>The properties without a compliant EICR check are due to access issues. Weekly meetings are held with our legal team to discuss cases and progress to court to obtain injunctions for access when required. By mid-August 97% compliance has been achieved</p> <p>HouseMark benchmarking for England in Q1 2025/26 is:</p> <ul style="list-style-type: none"> <li>• Upper quartile = 100%</li> <li>• Median = 99.63%</li> <li>• Third quartile = 99.81%</li> </ul> <p>HouseMark's Central ALMO and LA group in Q1 2025/26 is:</p> <ul style="list-style-type: none"> <li>• Upper quartile = 100%</li> <li>• Median = 98.94%</li> <li>• Third quartile = 95.55%</li> </ul>










Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Amber 	<b>BV66a</b> Rent Collection: Rent collected as a proportion of the rent owed	Monthly	100.2%	99.5%	86.5%	99%	<p>There has been an increase in arrears of £93k when comparing the June 2024 figure of (£262k) and June 2025 (£355k).</p> <p>Data is compared to collection figures for the 53-week rent year in 2024/25 so there is a slight mismatch with comparisons during 2025/26.</p> <p>In June 2024 there were 4 weeks rent charged and in June 2025 there were 5 weeks rent charged which will have impacted the arrear figures. It is anticipated that this will balance out in July.</p> <p>The Income Collection Managers are looking into whether funding for several complex cases can be sourced to prevent possession action from taking place, to support residents to sustain their tenancies.</p>
Green 	<b>HSLocal_42</b> Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted	Monthly	82.7%	78.4%	69.7%	70%	<p>During Q1 2025/26, an average of 69.7% of cases were successfully intervened or prevented rather than a relieved/main duty being accepted.</p> <p>This comprises of 73.5% in the month of April, 58% in the month of May and 77.7% in the month of June 2025. This is an 11.1% decrease on Q1 2024/25.</p> <p>The team have been working really hard during the last few months and have continued to produce excellent Prevention and Intervention results.</p>





Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2024/25 Performance Outturn report.


- HSTOP10\_01** Overall Satisfaction 2023/24 = 65.58%, 2024/25 = 71.00% The target for 2025/26 = 89%  
 The overall satisfaction figure was captured during the Tenant Satisfaction Measures survey conducted by Acuity. There has been a 5% increase in satisfaction since 2023/24, which is very positive. 71% of respondents said they were satisfied, which equates to seven out of ten tenants. Of those satisfied, 82% of tenants were in Independent Living and were in 67% in General Needs. This is a trend that is seen nationally, as older people are generally more satisfied than younger tenants. The highest satisfaction was from tenants in Nuthall (87%) and the lowest was Chilwell (63%).  
 HouseMark's benchmarking for 2024/25 for England (based on 200 landlords) is: Quartile 3: 65%; Median: 72.5%, Quartile 1: 79%  
 HouseMark's benchmarking for Central LA and ALMO is Quartile 3: 66%; Median 71.1%; Quartile 1: 77%
- HSLocal\_39** Number of New Council houses built or acquired 2023/24 = 25. 2024/25 = 44. The target for 2025/26 is 45.  
 During Q1 2025/26 - 49 properties were added to the Council's housing stock – 11 x 1 bed 24 x 2 bed and 14 x 3 bed. The breakdown is as follows: 28 new builds (20 built by the Council), 18 existing homes acquired by the Development team, 8 purchased under S106 agreements, 3 buy backs/acquisitions by the Housing team.
- HSLocal\_43** Lift Checks Compliancy 2023/24 = 93.4%, 2024/25 = 100% The Target for 2025/26 = 100%  
 Performance Indicator is linked to the regulatory requirements from the Regulator of Social Housing which is calculated annually. LOLER lift checks were conducted on 14 out of 15 schemes within 2024/25. One scheme (Humber Lodge) was conducted in April 2025. The number of dwellings where the LOLER inspections were conducted within the year was 436 out of a total of 457 dwellings.  
 HouseMark benchmarking for 2024/25 for England (based on 200 landlords) is: Median: 100%, Fully Compliant: 75.9%  
 HouseMark's benchmarking for Central LA and ALMO is: Median: 100%, Fully Compliant: 94.4%
- NI 154** Net additional homes provided 2023/24 = 512, 2024/25 = 446. The target for 2025/26 is 430.  
 The large increase in 2023/34 is due to some large student and care home developments completing in 2023-2024.

**Housing - Key Tasks and Areas for Improvement 2025/26**





Status Icon	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>HS1922_02</b> Refresh and implement 10-year housing new build delivery plan	Add to the social housing stock Produce affordable homes to rent	<b>83%</b>	Dec-2029	196 properties have been acquired into the social housing stock since 2019. During Q1 2025/26 the Inham Nook and Farm Cottage sites added a total of 20 social rent homes. Development is continuing at the following sites: <ul style="list-style-type: none"> <li>• 4 dwellings on Chiltern Drive / Spring Close, Watnall</li> <li>• 8 new Council homes will be handed over by Peveril Homes at Field Farm site, Stapleford during Q2 2025/26.</li> </ul> The Council is now in contract with Peter James Homes for the construction 51 new dwellings on land off Coventry Lane, Bramcote following Member approval in 2021. The Council has purchased a site to produce 8 flats in Eastwood and the purchase of another site in Eastwood is with Legal Services. A review of garage sites and other opportunities for potential development with feasibility assessments / appraisals is ongoing. Housing Delivery Plan approved by July Cabinet, active pipeline covered for the next 18 months.
In Progress 	<b>HS2124_02.1</b> Implement Asset Management Strategy (AMS) 2025-2028 ( <i>Asset Management and Development</i> )	Plan to fully utilise assets held within the Housing Revenue Account. Ensure all Council housing achieves the Decent Homes Standard	<b>70%</b>	Mar-2028	Second draft of the Asset Management Strategy 2025-2030 is to be consulted on. A report was presented to Policy Overview Group in June 2025. Overview of the AMS was approved by Cabinet on 3 June 2025, full document scheduled to go to Cabinet for final approval on 30 September 2025.
In Progress 	<b>HS2225_07</b> Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan	To prevent homelessness and rough sleeping To offer support to those who experience homelessness	<b>14%</b>	Mar-2027	This is an Ongoing Action as per the Housing Business Plan 2025/28. Strong relationships with partners and service providers are delivering effective support to Rough Sleepers and this work will continue.



Status Icon	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>CP2326_01b</b> Energy Efficiency Schemes (Housing Stock) ( <i>Asset Management and Development</i> )	To achieve Carbon Neutral and all dwellings to be EPC level C or above	<b>68%</b>	Due Date is in line with the Council's net zero Target of 2027	EPC data for all Housing Stock is being collated by Nottingham Energy Assessors (circa 2,000 EPCs over 24 months). Currently 1,200 require EPCs and expect to be completed Q2 2024/25 and this data will assist in developing a programme of improving all properties to EPC C by 2030. Presently the authority has 561 properties requiring a valid EPC, with around 1,475 properties under a C rating. Presently the authority has 561 properties requiring a valid EPC, with around 1,475 properties under a C rating. Of these 600 properties will be improved following renewal of a Local authority Agreement. 500 more properties will be improved following a tender process funded through The Social Housing Decarb Wave 3 programme and the Council. Issues with access to some of the remaining properties is restricting progress of the improvement programme.
In Progress 	<b>HS2427_01.1</b> Implement Housing Strategy 2025-28	To achieve actions to help support the corporate plan priorities, for all housing services including out landlord services	<b>10%</b>	Mar-2028	The 2025-28 Housing Strategy was approved by Cabinet on 4 February 2025.
In Progress 	<b>HS2427_02</b> Implement Housing Improvement Board Performance Improvement Plan	To improve the services of the Housing Repairs and Capital Works team	<b>33%</b>	Mar-2026	The Board continues to meet regularly with an improvement plan underpinning the discussions. This includes reviewing outcomes of the Housing Ombudsman's regular Spotlight on Knowledge and Information, and exploring improvements to processes and procedures to ensure compliancy with their Complaint Handling Code.
In Progress 	<b>HSG2528_01</b> Review Lifeline Service, by undertaking consultation with current and potential customers, and adapt service accordingly	Improves service for elderly and vulnerable people in the Borough	<b>10%</b>	Mar-2026	<b>Due date has been extended from March 2025.</b>

Status Icon	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>COMS2427_02</b> To consider whether an additional licensing scheme for private rented dwellings would be appropriate	To determine whether the evidence exists to meet the criteria for the implementation of an additional property licensing scheme	20%	Sep-2025	Discussions on the scope of an additional licensing scheme have begun. A private sector housing stock condition exercise has been procured to assist in this process. The ongoing work on the Housing Strategy is relevant to any consideration of a need for additional licensing. New requirements to regulate social housing providers are also being reviewed. The Renters Rights legislation is also likely to address one of the key benefits of an additional licensing scheme – identifying such properties that may require intervention.
In Progress 	<b>COMS2427_03</b> Produce a policy on HIMO licensing	To provide a framework to support the existing procedures for HIMO Licensing	75%	Mar-2026	A report was presented to the Policy Overview Working Group in March 2025. The review of HIMO licences and processes to support development of a Policy on HIMO licensing to ensure it is relevant has been deferred. Currently the approach to enforcing HMO licensing requirements is covered by the Corporate Enforcement Policy and the Housing Civil Penalty Policy.
In Progress 	<b>AMD2528_02</b> Develop and implement a Damp and Mould Action Plan	To ensure the Council meets the legislative requirements in relation to damp and mould  Improve the health outcomes for tenants  Provide information to residents  Ensure compliance with legislation	75%	Ongoing	A new Damp and Mould Policy was considered by Policy Overview Working Group on 31 July 2025 and is submitted to Cabinet for approval at this meeting (2 September 2025).  A Damp & Mould pilot with Groundwork FC has been completed (29 properties surveyed), and a final out turn report has been produced, which will be submitted to GMT for information, and a decision how to proceed with an extended proactive approach..
In Progress 	<b>AMD2528_03</b> Undertake Asbestos Management Surveys	To ensure the Council meets the legislative requirements in relation to asbestos management	22%	Ongoing	Surveys to dwellings have commenced, reinspection programme has been agreed and has started. Removal / encapsulation works have also commenced on site.

Status Icon	Code and Action	Action Description	Progress	Due Date	Comments
Replaced 	AMD2528_04 Undertake Fire Safety Risk action remediation	To ensure the Council meets the legislative requirements in relation to Fire Safety	20%	Ongoing	This task has been replaced with the performance indicators AMDLocal_03 Proportion of homes (with communal areas) for which all required fire risk assessments have been carried out (100%) and AMDLocal_04 Number of outstanding Fire Safety Risk remedial actions. These were introduced in June 2025 to better monitor and assess progress.

**Housing – Key Performance Indicators 2025/26**

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Amber 	<b>HSLocal_03a</b> Void Rent Loss	Quarterly	£239k	£245k	£99k	£300k £96k (Q1)	During Q1 2025/26, the void rent loss was £98,875. This consisted of £27,884 for April; £31,663 for May and £39,327 for June. The cumulative number of days' properties were void during Q1 2025/26 was 7,816 days.
Red 	<b>HSTOP10_03</b> Average Relet Time - General Needs	Quarterly	63	51	45	20	During Q1 2025/26, 37 properties were let. During this period a property that had been void for a long period was able to be let which impacted the figure.
Red  Page 47	<b>HSTOP10_03a</b> Average Relet Time - Independent Living	Quarterly	45	72	45	40	In Q1 2025/26, we relet 33 Independent Living properties. There have been a few outstanding hard to let properties that have recently been let which has impacted average relet time. One property was being used as temporary accommodation and was then passed back to Voids in December 2024, but it was not let until June due to multiple advertisements and offers being declined.
Green 	<b>HSLocal_BM05</b> Reactive appointments made and kept	Quarterly	97.7%	97.0%	98.7%	98.0%	During Q1 2024/25, 2,944 appointments were made. Of these 2,906 were kept. The reasons for the 38 appointments not kept are as follows: 18 jobs rearranged to attend an emergency that took priority and 20 were rearranged due to operative sickness.

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>HSLocal_46</b> Total number of nights bed and breakfast accommodation is used	Monthly	-	-	170	1,400 350 (Q1)	New performance indicator 2025/26. During Q1, 15 households were in bed and breakfast accommodation. All placements were made as no other suitable accommodation was available at that time. As soon as space becomes available in our own Temporary Accommodation or other suitable temporary accommodation, we will work toward moving people out of hotels as soon as possible. The main challenge is four large families in our own Temporary Accommodation units require 4-, 5- or 6-bedroom accommodation to be able to move them on.
Red 	<b>HSLocal_11</b> Number of cases closed in the last 3 months where a property has been returned to occupation  This is the number returned to use with intervention from the Private Sector Housing Team, which may include at least one of the following actions: <ul style="list-style-type: none"><li>• Correspondence by letter/ email/ meeting/ telephone with person responsible – this includes providing general or bespoke advice</li><li>• Visit to assess property (external or internal)</li><li>• Referral to other department or other organisation (e.g. Building Control, NCC Highways, NCC deputyship team)</li><li>• Enforcement action</li></ul>	Quarterly	34	18	3	24	The target is a cumulative target. This PI includes the Policy Requirement to identify 5 properties where partnership working is required to resolve long standing issue preventing re-occupation. In addition, this covers the work in the Empty Properties Strategy. The team has a vacant Public Sector Housing Officer resulting in a higher number of disrepair cases for all other Officers. This reduced the resources for empty homes work. A number of properties have recently changed ownership but as yet not become occupied.







Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2025/26 Performance Outturn report.

**DSDData\_20** Number of Residential Planning Commitments 2023/24 = 831, 2024/25 = 1,082. The target for 2025/26 is 950.




**NI 155** Number of affordable homes delivered 2023/24 = 79. 2024/25 = 64. The target for 2025/26 is 85.


**NI 159** Supply of ready to develop housing sites 2023/24 = 100%, 2024/25 = 100%. The target for 2025/26 is 100%.




### **Business Growth – Critical Success Indicators 2025/26**



Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Amber 	<b>TCLocal_01a</b> Percentage of town centre units occupied: Beeston	Quarterly	92.0% (Mar24)	93.2% (May25)	93.8% (Jul25)	95%	Two units with a long-term vacancy have been filled resulting in the increase of the occupancy rate. Multiple units have changed ownership with limited vacant time.
Green 	<b>TCLocal_01b</b> Percentage of town centre units occupied: Kimberley	Quarterly	92.0% (Mar24)	92.0% (May25)	92.0% (Jul25)	90%	Vacancy rate in Kimberley is relatively steady with changes such as the loss of Poundland not yet taking effect – a recently empty unit (once Kool Kidz Cuts) has now been filled by a Kurdish barber, thus not affecting the overall number of empty properties.
Green 	<b>TCLocal_01c</b> Percentage of town centre units occupied: Eastwood	Quarterly	86.0% (Mar24)	87.3% (May25)	91.5% (Jul25)	90%	Some long-term vacant units have recently started refurbishments or have been filled by new tenants
Green 	<b>TCLocal_01d</b> Percentage of town centre units occupied: Stapleford	Quarterly	91.0% (Mar24)	89.9% (May25)	91.4% (Jul25)	90%	Vacancy rate has risen slightly and exceeding the target. There are some long-term properties that will be empty or the foreseeable future. The Town Centre Recovery Fund is completed, and some shops are now available in a much improved condition. Multiple units have changed ownership, and three vacant units are now occupied. Several long standing vacant properties are now up for sale.

**Business Growth – Key Tasks and Areas for Improvement 2025/26**




Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BG2023_05</b> Bring forward and adopt the Greater Nottinghamshire Strategic Plan [Core Strategy]	Successfully steer the Core Strategy through its examination process receiving a report recommending adoption from the appointed Planning Inspector	<b>60%</b>	Adoption is currently anticipated by end of 2026	A further Regulation 19 consultation was undertaken in 2025 due to Gedling BC withdrawing from the Strategic Plan. The remaining Councils are aiming to submit the Strategic Plan for examination in late 2025, with an adoption in late 2026.
Completed 	<b>BG2124_01</b> Implement the Broxtowe Economic Growth and Regeneration Strategy 2022-2027 and review	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 and Kimberley	<b>100%</b>	April 2025-March 2026	The Strategy was completed in January 2025, and the final printed and web versions were finalised in April 2025.
In Progress 	<b>BG2225_01</b> Deliver Stapleford Town Fund	Develop and deliver the 6 projects identified for Stapleford Town Deal.	<b>62%</b>	Mar-2026 (March 2027 for projects in contract but incomplete)	The Borough is the accountable body for £21.1m which must be defrayed by 2025/26. Work continues on the Stapleford Towns Fund projects. The grant funding scheme and Library Learning Facility is fully completed. The Community Pavilion and Young Peoples Centre is nearing completion and associated works for the Skate Park is due to commence in Autumn and cricket pitch is due to go to Planning in September. The Enterprise Hub (Pencil Works) is due to commence works on site. Works on Walter Parker Square and Active travel scheme is in the procurement phase with design work to commence in the next couple of months.





Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BG2326_02</b> Deliver the Kimberley Means Business Fund Programme	Develop and deliver the three projects identified for Kimberley Levelling Up Programme	<b>70%</b>	Mar-2026 (March 2027 for projects in contract but incomplete)	<p>The Borough is the accountable body for £16m which must be defrayed by 2025.</p> <p>The Bennerley Ramp project has encountered significant issues relating to landslip and soil stability. Remedial work is underway with a target of October 2025 for completion. Phase 2 (Visitor Centre) is progressing well with all external work (bar landscaping) complete, other works will complete once remedial works on the ramp have completed.</p> <p>Cycle route design has been completed. The Council is working with Nottinghamshire County Council to complete the Low Wood Road section of the route.</p> <p>Town Centre and Kimberley Town work is progressing well. The new Parish Hub is under construction with demolition of the old Parish Rooms now completed. A new pavilion for The Stag Ground is tendered for with work beginning shortly. Light Shows in the town are now underway with events having taken place for Christmas, Remembrance Day and Valentines Day.</p> <p>Construction on the industrial units at Bennerley began in July 2025 - work is expected to take 9-12 months and industrial land acquired for the next phase II.</p> <p>To date around £12m has been either committed or spent.</p>

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BG2326_05</b> Creation of a new Markets and Retail Events Programme for the Borough	Delivery of events based model for markets and retail events. Programme for 2024/2025 requires updating based on the UKSPF resources agreed in April 2025	31%	2025/26	The Stapleford food and craft fair events were continued until December 2024 but were on hold until the new car park re-opened in spring 2025. Beeston Market continues to run well and some enquiries from new traders are coming through. Plans for a food fair in Eastwood halted due to feedback from businesses that inviting additional food vendors into the town centre would not be welcomed. Eastwood plans include a launch event for the D.H. Lawrence Birthplace Museum augmented reality app and audio trail. The 'Beeston's Local Food and Produce Market' is being re-launched with new imagery and social media plan, due to launch in summer 2025. A back to university/fresher's pack is being prepared and a bee trail to stimulate independent trade. Parking was scheme launched in town centres to help drive footfall and a successor is being planned. Market's Business Plan is currently in development.
Completed 	<b>BG2326_06</b> Deliver the UK Shared Prosperity Fund Programme (UKSPF)	Deliver all strands of the UKSPF programme	100%	May-2025	Residual programme from 2023/24 and full 2024/25 programme completed by end of March 2025 Evaluation to be complete by May 2025, and MHCLG sign off letter received.
In Progress 	<b>BG2326_06a</b> Deliver the UK Shared Prosperity Fund (UKSPF) 2025-26 Programme	Deliver all strands of the UKSPF programme actions for 2025-26	30%	May-2026	A new reduced programme is being funded in year 4 all the funding is committed and around a third of the programme has been paid out or Purchase Orders raised.


Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>JBG1518_06</b> Assist in the preparation of Neighbourhood Plans	Approve Neighbourhood Plan Area designations for all parish areas where they are wanted and progress to 'adoption' of the Plans  •Brinsley <a href="#">JBG1518_06.2</a> •Eastwood <a href="#">JBG1518_06.3</a> •Greasley <a href="#">JBG1518_06.4</a> •Kimberley <a href="#">JBG1518_06.6</a> •Stapleford <a href="#">JBG1518_06.9</a> •Bramcote <a href="#">JBG1518_06.10</a>	<b>70%</b>	Target dates will vary depending on the details of each emerging Plan.	The Nuthall and Awsworth Neighbourhood Plans were 'made' (adopted) in previous years. The Cossall Neighbourhood Plan was adopted on 12 March 2024, following a successful referendum result on 15 February 2024. The Chetwynd: The Toton and Chilwell Neighbourhood Plan was adopted on 15 May 2024 following a successful referendum on 2 May 2024. Work on other Neighbourhood Plans in Eastwood, Stapleford and Bramcote is ongoing but there is uncertainty regarding further plans coming forward due to the removal of Government grants.
In Progress 	<b>AMD2528_01</b> Carry out condition surveys and develop a maintenance plan for all the Council's General Fund stock (including industrial units)	Completion of condition surveys and maintenance plans to ensure compliance	<b>30%</b>	Mar-2026	To date 800 surveys from the first phase of 1,500 surveys have been completed

Business Growth – Key Performance Indicators 2025/26

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>NI 157a</b> Processing of planning applications: Major applications determined within 13 weeks or agreed timescales	Monthly	90.65%	81.78%	100%	92%	Out of 5 applications, 5 were determined in time. 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.
Amber 	<b>NI 157b</b> Processing of planning applications: Minor applications determined within 8 weeks	Monthly	91.70%	91.66%	95.0%	94%	Out of 19 applications determined during this period 18 applications were determined on time.
Green 	<b>NI 157c</b> Processing of planning applications: Other applications determined within 8 weeks.	Monthly	98.39%	96.81%	100%	98%	Out of 92 applications, 92 were determined in time.

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Red 	<b>BV204</b> Percentage of appeals allowed against authority decision to refuse planning permission (Delegated or Committee Decisions with Officer Recommendations)	Quarterly	36.0%	71.0%	33.0%	10%	2022/23 - 15 of 27 appeals allowed 2023/24 - 9 of 25 appeals allowed 2024/25 - 12 of 17 appeals allowed In Q1 2025/26, one out of three appeals were allowed.
Data Only 	<b>DSDData_18</b> Percentage of appeals allowed against refusals (Committee Overturns)	Quarterly	85.7%	100%	-	10%	In Q1 2025/26 there were no appeal decisions issued which were based on refusals by the planning committee.
Green 	<b>NI 151</b> Overall Employment rate (employment age)	Annually	86.0%	82.9%	-	80%	People in employment as a percentage of all people aged 16-64 (Source: NOMIS official labour market statistics) At March 2025 National average is 78.5% and East Midlands is 78.2%
Data Only 	<b>EDData_09a</b> Percentage of residents not economically active in the Borough (Borough Unemployment Rate)	Annually	3.5%	3.3%	-	2.3%	The national rate for 2023/24 was 4.2%

**Environment Critical Success Indicators 2025/26**

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>NI192</b> Household waste recycled and composted (This includes all waste and recycling material collected from households in the borough. It excludes material collected from the household waste and recycling sites)	Quarterly	35.93%	35.54%	38.76%	37.00%	Recycling rate is at a similar level compared to the same period last year.  <b>Following outturn report 2024/25 the performance indicator and target were reviewed and revised from 41.00% for 2025/26.</b>

Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2024/25 Performance Outturn report.

**CCGF\_001** Annual Reduction in Broxtowe Borough Council own operation emissions (tCO<sub>2</sub>e) 2023/24 = -1%, 2024/25 = -30%. The target for 2025/26 = -10%

**CCGF\_002** Cut carbon emissions by 50% by 2026/27 based on a 2018/19 baseline (tCO<sub>2</sub>e) 2023/24 = 2,343tCO<sub>2</sub>e, 2024/25 = 1,620tCO<sub>2</sub>e.


The target for 2025/26 = 1,699tCO<sub>2</sub>e






**CCGF\_003** Green Rewards: Tonnes of carbon emissions avoided through Green Rewards (tCO<sub>2</sub>e) Standard 2023/24 = 202.2tCO<sub>2</sub>e, 2024/25 = 206tCO<sub>2</sub>e.

The target for 2025/26 = 200tCO<sub>2</sub>e






**PSData\_09** % of Parks achieving Broxtowe Parks Standard 2023/24 = 96.00%, 2024/25 = 96.00% The target for 2025/26 = 98.00%


**Environment – Key Tasks and Areas for Improvement 2025/26**

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>COMS2223_05.2</b> Produce DEFRA Annual Air Quality Status Report 2025	Council has a fit for purpose Air Quality Status Report	<b>95%</b>	Jun-2025	The 2025 Air Quality Report was submitted to DEFRA on 30 June 2025 and is awaiting approval. The report was approved by Cabinet on 29 July 2025.





Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>ENV2124_01</b> Implement the actions identified within the Council's Waste Strategy 2021-2025	Increase in the Council's recycling rate, reduced amount of residual waste and improved awareness of waste minimisation	<b>90%</b>	Mar-2028	The Environment Act was mandated in November 2021. An interim high level strategy was produced as a holding document. Simpler Recycling commences April 2026, and the delivery of food waste collections begins in October 2027.
In Progress 	<b>ENV2124_02</b> Implement the strategic actions of the Climate Change and Green Futures programme	Decrease in Council's own operation carbon emissions. Creation of a net zero target	<b>95%</b>	Dec-2027	A revised Climate Change and Green Futures Strategy was adopted by the Council in July 2024. New actions for Recycling and Resources have been captured within the strategies, Carbon Management Action Plan.
In Progress  Page 56	<b>ENV1518_04.1</b> Implement Key Actions in Blue/Green Infrastructure Strategy 2025 -2030	Develop, improve and promote Green and Blue infrastructure in the Borough incorporating strategic actions in Climate Change and Green Futures programme and the Tree Management Strategy 2023-2027	<b>20%</b>	Mar-2027	The first draft of the Blue/Green Infrastructure Strategy has been successfully developed. Cabinet approved the public consultation on 1 July 2025. The feedback will be included within the final document scheduled for Cabinet adoption in November 2025.
In Progress 	<b>ENV2124_03.1</b> Wildflower sowing and meadow management	New wildflower areas created, and grass managed as wildflower meadows. New areas identified each year.	<b>25%</b>	Mar-2027	Work is being undertaken to seed highway verges with a native wildflower mixture. This will be across the Borough. A review of annual bedding areas is currently being undertaken, with a view to move to sustainable perennial planting. This will include plants that are able to tolerate a drier climate. Areas on the Councils Parks and Open Spaces are currently being identified, so that an appropriate relaxed maintenance regime can be implemented allowing grasses and wildflowers to thrive.
In Progress 	<b>ENV2427_01</b> Implement the actions from the Tree Management Strategy 2023-2027	Work with partners, land owners and other agencies to plant 2,000 trees per year.	<b>50%</b>	Mar-2027	Work activities for 2025/26 and 2026/27: <ul style="list-style-type: none"> <li>• Archers Field, Stapleford</li> <li>• Brinsley Headstocks</li> <li>• Crow Hill (Bramcote Hills)</li> <li>• Leyton Crescent, Beeston</li> <li>• Mansfield Road Rec, Eastwood</li> <li>• Hemlock Stone, Bramcote</li> </ul>













Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>GREEN0912_14.1</b> Further develop sites with Local Nature Reserve status	Maintain existing 121 hectares of land identified as Local Nature Reserves. Investigate possible additional sites as opportunities arise through: <ul style="list-style-type: none"> <li>• new housing development</li> <li>• the acquisition of additional open space.</li> </ul> Increase and develop local pocket park nature sites	<b>75%</b>	Mar-2026	The former Biffa Landfill site in Bramcote is still in the process of being adopted and is currently with Legal Services. The Environment team have been told that this transfer is now imminent. This site has been earmarked as a new nature reserve.
In Progress 	<b>ENV1821_03.1</b> Improve Play Areas and Parks & Open Spaces	All play area improvements as identified in the Play Strategy 2017-2025 to be completed in 2023/24. Develop a new Parks and Play Strategy 2025 -2030.	<b>10%</b>	Mar-2026	Specification is currently being developed for the delivery of the new Parks and Play Strategy 2025-2030.
In Progress 	<b>ENV2023_03.1</b> Identify areas of new Green Space for public use	Increase the total area of publicly accessible green space in Broxtowe	<b>25%</b>	Mar-2027	The former Biffa Landfill site in Bramcote is still in the process of being adopted and is currently with Legal Services. The Environment team have been told that this transfer is now imminent. Acorn Avenue Open Space, Giltbrook is also in the process of being adopted.
In Progress 	<b>ENV2023_05.1</b> Implement actions deriving from the Governments 'Our Waste, Our Resource: A Strategy for England'	Increase in the Council's recycling rate and increased awareness of climate change and waste and recycling issues.	<b>20%</b>	Mar-2028	The Environment Act was mandated in November 2021. An interim high level strategy was produced as a holding document. Simpler Recycling commences April 2026, and the delivery of food waste collections begins in October 2027.
In Progress 	<b>ENV2528_01</b> Income generated through Trade Waste	Review the effectiveness of the marketing Strategy. Implementation of food waste and simpler recycling collections for trade waste customers.	<b>10%</b>	Mar-2026	Food Waste and Simpler Recycling collections commenced for the Council's Trade Waste customers in April 2025. This task is linked to performance indicators <a href="#">WMData_06</a> and <a href="#">WMData_06b</a> .

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>TR2124_01</b> Implement the strategic actions of the Transport and Fuel Strand of the Climate Change and Green Futures programme	Reduce the Councils emissions from the fleet and make a positive contribution to the Councils target of being net carbon zero by 2027	75%	Mar-2027	Nine electric vehicles now form part of Broxtowe's fleet with the Council taking delivery of its first electric transit type van. The vehicle is used by the Playground Inspector and is highly visible within the community.  In April 2024, the fleet transitioned to using Hydrogenated Vegetable Oil (HVO), this will significantly reduce the amount of diesel used within the fleet and subsequently reduce the Councils overall CO <sub>2</sub> emissions.

### Environment – Key Performance Indicators 2025/26

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/24 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Data Only 	<b>WMData_13</b> Percentage of Bins and Bags missed	Quarterly	0.27%	0.24%	0.21%	Tracking Indicator	This performance indicator captures data to assess how effective service delivery is year on year. In the first quarter, 1.7 million bags and containers were collected. 3,568 bins and bags were reported as missed over the same period. Number of missed bins per 100,000 is 209.
Data Only 	<b>WMData_03b</b> Number of garden waste subscriptions	Quarterly	22,803	22,477	21,134	22,300	The number of subscribers to the garden waste service is slightly lower than the same period last year (2.7% or a difference of 589 subscribers).
Amber 	<b>WMData_03c</b> Income generated by Garden Waste Subscriptions	Quarterly	£925k	£1,028k	£1,023k	£1,070k	Currently on track to achieve target.
Green 	<b>WMData_06a</b> Income generated through Trade Waste	Quarterly	£670k	£624k	£484k	£633k £158.3k (Q1)	Income at a similar level compared to Q1 of 2024/25 (£487k).


Status	Code / Indicator	Frequency	2023/24 Achieved	2024/24 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Red 	<b>WMData_08</b> External income generated through Environmental Services	Quarterly	£209k	£244k	£14k	£190k £47k (Q1)	Nottinghamshire County Council income from grass cutting maintenance is currently in the process of being invoiced.
Green 	<b>NI 195a</b> Cleanliness of the streets and open spaces within the Borough (levels of litter)	3 x per Year	96%	99%	100%	97%	Hot spot areas for litter are now issued to the cleansing teams and there has been a marked improvement across each survey's results.
Green 	<b>NI 195b</b> Levels of detritus on the public highway	3 x per Year	87%	95%	96%	96%	Hot spot areas have now been identified and increased cleansing has been taking place. Further work with the sweeper teams continues and will include a round review.
Data Only 	<b>SSData_01</b> Reduce the number of fly tipping incidents	Quarterly	700	1,028	69	631 158 (Q1)	WISE began work at the end of April 2025. Fly tipping incidents have reduced across the Borough for Q1.
Green 	<b>SSData_10</b> Number of Clean and Green events undertaken (including school visits)	Quarterly	65	381	16	150	A new Waste and Recycling Engagement Officer came into post in June 2025. A programme of events is currently being timetabled.
Green 	<b>BV82a(ii)</b> Tonnes of Household Waste Recycled ( <i>This is all waste and recycling material collected from households. It excludes trade waste and material collected from the household waste and recycling sites</i> )	Quarterly	7,343.16	7,348.00	1,858.00	7,500 1,875 (Q1)	Compared to the same period last year recycling tonnage has increased by 4.26% (76 tonnes). The increase is because of an increase in the recycling bins material collected. <b>Follow a review of the outturn report 2024/25 the performance indicator and target were reviewed and revised from 8,100 for 2025/26.</b>
Green 	<b>BV82b(ii)</b> Tonnes of household waste composted	Quarterly	7,053.38	6,892.00	2,171.00	7,000 1,750 (Q1)	Despite the dry weather, there has been an encouraging start to the amount of composting material collected in Q1. <b>Follow a review of the outturn report 2024/25 the performance indicator and target were reviewed and revised from 8,160 for 2025/26.</b>

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/24 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Amber 	<b>BV84a</b> Household waste collected per head (Kgs) ( <i>This is all waste and recycling material collected from households. It excludes trade waste and material collected from the household waste and recycling sites</i> )	Quarterly	349.62	349.52	90.69	340 85 (Q1)	There has been a positive start to Q1, whilst slightly missing target, there has been a 3.97% reduction compared to the same period last year (94.44).
Green 	<b>NI 191</b> Residual household waste per household (Kgs) ( <i>This includes all waste collected from black lidded bins, clinical and bulky waste</i> )	Quarterly	498.77	498.87	123.00	496 124 (Q1)	There has been a positive start to Q1; although slightly missing the target, there has been a reduction of 3.6% compared to the same period last year (127.60). <b>Following a review of the outturn report 2024/25 the performance indicator and target were reviewed and revised from 462.15 for 2025/26.</b>
Green 	<b>WMDData_11</b> Residual (black lidded bin) Waste per household (Kg) ( <i>This is waste collected from the black-lidded bin only</i> )	Quarterly	460.27	462.00	114.68	460 115 (Q1)	Target achieved. This is a 2.62% reduction compared to the previous period last year. <b>Following a review of the outturn report 2024/25 the performance indicator and target were reviewed and revised from 442.05 for 2025/26.</b>

Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2024/25 Performance Outturn report.

**TRData\_01** Electric Vehicles 2023/24 = 9, 2024/25 = -9. The target for 2025/26 = 10

**Health – Critical Success Indicators 2025/26**

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Data Only 	<b>ComS_091</b> No. of Dementia Friends trained	Quarterly	33 (not including online)	57 (not including online)	18	45 (plus online)	Dementia Friends trained online are not counted within this figure as data from the Alzheimer's online training package is not available.

Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2024/25 Performance Outturn report.

**LLLocal\_G09** Percentage of Inactive Adults in Broxtowe 2023/24 = 23.7% (Nov-2023), 2024/25 = Not Yet available. The target for 2025/26 = -20



**ComS\_090** Air Quality – number of NO2 diffusion tube samples with annual mean reading at or below 40 micrograms m-3




2023/24 = 51 (100%), 2024/25 = 41 (100%), The target for 2025/26 = 41 (100%)







**ComS\_092** Personal wellbeing score (Life Satisfaction) for the borough (out of 10) from Office of National Statistics 7.37 (2022/23) Date for 2023/24 and 2024/25 is not yet available. The target for 2025/26 = 8


**CCCSLocal\_06** Residents who feel the Council listens to them (results from an annual consultation) 2023/24 = 68% (32% disagreed/strongly disagreed), 2024/25 = 75% (25% disagreed/strongly disagreed) -75%. The target for 2025/26 = 75%

**Health – Key Tasks and Areas for Improvement 2025/26**

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>COMS2223_05.2</b> Produce DEFRA Annual Air Quality Status Report 2023	Council has a fit for purpose Air Quality Status Report	95%	Jun-2025	The 2025 Air Quality Report was submitted to DEFRA on 30 June 2025 and is awaiting approval. The report was approved by Cabinet on 29 July 2025.
In Progress 	<b>BBC2022b</b> Work with Liberty Leisure Limited to develop and implement a Leisure Facility Strategy	Develop a financial model for identified new facilities To have a strategy that details maintaining the provision of three leisure facilities with a costed timetable to replace two of the existing facilities	60%	Ongoing	See notes for Support Services – Finance Services

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>CCCS2326_E01</b> Develop and deliver the Culture and Events Strategy 2023-26	Increase the number of local people accessing a cultural service	<b>88%</b>	Mar-2026	Actions in progress or completed 23 out of 26 for Cultural Strategy. Highlights during 2024/25 included an increase in museum visitors, an international award for the CCity Recipe Book and Remaining actions include work on capturing and analysing more data about event attendees in order to produce appropriate targeted marketing.
In Progress 	<b>CCCS2326_H01</b> Deliver Museum Strategy and Forward Plan 2023-2027	Increase the number of local people accessing the Museum	<b>96%</b>	Mar-2027	Actions in progress or completed 23 out of 24 for Museum Strategic Plan. Highlights in 2024/25 included an extended D.H. Lawrence Festival which increased attendance from 6,857 in 2023/24 to 7,483 in 2024/25. Work has also been undertaken to increase engagement with schools which resulted in 1,262 children being engaged through outreach work and visits to the museum. £10,000 funding was secured to replace the Blue Line Trail.
In Progress 	<b>BHWP</b> Produce and deliver the Broxtowe Health and Wellbeing Plan 2023-2026	Working with partners to deliver services to improve the health and wellbeing of residents in the Borough. The plan combines work focussed on supporting: - • Armed Forces • Children and Young People • Dementia • Health • Mental Health • Older People • Child Poverty • Tobacco Control • Access to Food • Learning Disabilities	<b>50%</b>	Nov-2026	The Health and Wellbeing Plan is a 3-year dynamic multi-agency plan which relies on external partners for updates on progress and it is therefore problematic to accurately assess progress.  Refresh of action plan to start July 2026

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BCRPSMA_12</b> Produce and implement a Broxtowe Drug and Alcohol Strategy to support the Countywide strategy	Increase in numbers of residents accessing support services	0%	Mar-2026	Post vacant since Jan 2025 this work will commence when the new officer starts
In Progress 	<b>COMS2528_04</b> Deliver five equalities events and a voluntary sector event	Increase community cohesion	0%	Mar-2026	Post vacant since Jan 2025 this work will commence when the new officer starts
In Progress 	<b>COMS2427_15</b> Maintain strong partnerships to deliver action plans	Deliver an efficient and effective service for residents	50%	Mar-2026	All the Borough partnerships are strong, and action plans are being delivered
In Progress 	<b>BHWPCYP_07</b> School talks on Healthy Relationships and Mental Health	Better mental health and reductions in incidents of Domestic Abuse	50%	Mar-2026	
In Progress 	<b>BHWPAF_02</b> and <b>BHWPAF_10</b> Update Armed Forces webpage and resources	Better access to resources and information for veterans	0%	Mar-2026	Post vacant since Jan 2025 this work will commence when the new officer starts
In Progress 	<b>BHWPAF_04</b> Achieve Armed Forces Employer Recognition Gold Award status	Gold Award status achieved	0%	Mar-2028	

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BHWPBS_01 to BHWPNB_07</b> Delivery of Bursary Scheme projects in North Broxtowe	Increase in active residents in North Broxtowe <ul style="list-style-type: none"> <li>• Young Peoples Centre <b>H&amp;WBS_01</b> (0%)</li> <li>• Sight Loss <b>H&amp;WBS_02</b> (55%)</li> <li>• Boccia <b>H&amp;WBS_03</b> (70%)</li> <li>• Nordic Walking <b>H&amp;WBS_04</b> (50%)</li> <li>• Tai Chi <b>H&amp;WBS_05</b> (Project withdrew from scheme)</li> <li>• Intergenerational Exercise <b>H&amp;WBS_06</b> (55%)</li> <li>• Menopause Group <b>H&amp;WBS_07</b> (70%)</li> </ul>	<b>71%</b> For projects started	Nov-2025	<p><b>Young Peoples Centre</b> <b>Not</b> Started. Post was vacant – now recruited to post awaiting update.</p> <p><b>Sight Loss</b> discussed cane types &amp; training, guided walks using sight loss apps. Volunteers running group with help of macular society. Reduced social isolation / loneliness.</p> <p><b>Boccia</b> progressing well, with. Around 20 individuals play. Reduced social isolation / loneliness.</p> <p><b>Nordic Walking</b> progressing well, 16 people registered. Carers and wider family attend Reduced social isolation / loneliness.</p> <p><b>Tai Chi</b> partner withdrew project from bursary scheme.</p> <p><b>Intergenerational Exercise</b> sessions well attended by young families and care home residents. Looking to extend to other care homes.</p> <p><b>Menopause Group</b> WhatsApp Group created, and Menopause Directory created (to support signposting to additional services / help). walking, yoga and planning open water swimming in Aug / Sept. Have held talks on mental health, weight management / healthy eating. Supported litter pick events. Group signposted to Liberty Leisure Limited wellbeing workshops</p>



Health – Key Performance Indicators 2025/26

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
-	-	-	-	-	-	-	-

Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2024/25 Performance Outturn report.

**ComS\_041** Food Complaints/Service Requests 2023/24 = 146 (Nov-2023), 2024/25 = 194. This is tracking indicator therefore there is no target set.

**ComS\_042** Infectious Disease notifications investigated 2023/24 = 43, 2024/25 = 36. This is tracking indicator therefore there is no target set.



**ComS\_050** Food Complaints - % responded to within timescales 2023/24 = 100%, 2024/25 98%. The target for 2025/26 = 100%




**ComS\_051** Infectious Disease notifications responded to within timescales 2023/24 = 93%, 2024/25 94%. The target for 2025/26 = 100%

**CCCSLocal\_E01** Subsidy per visit – Events 2023/24 = £5.61, 2024/25 = £5.24 The target for 2025/26 = £4.25

**CCCSLocal\_H02** Subsidy per visit - D H Lawrence Birthplace Museum 2023/24 = £16.63, 2024/25 = £15.10 The target for 2025/26 = £28.00

Community Safety – Critical Success Indicators 2025/26

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Data Only 	<b>ComS_011</b> Reduction in reported ASB cases in Broxtowe (Nottinghamshire Police Strategic Analytical Unit)	When available	1,975	1,898	-	1,850 462 (Q1)	National guidelines require every complaint to be recorded so single incidents maybe recorded several times where complainant reports to multiple agencies or where multiple witnesses report to a single or multiple agencies resulting in double counting it is not possible to strip these out of data.
Data Only 	<b>ComS_012</b> Number of ASB cases received by Environmental Health	Quarterly	412	433	126	400	Q1 2024/25= 114 Q2 2024/25= 137 Q3 2024/25= 79 Q4 2024/25= 103

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Data Only 	<b>ComS_013</b> No of ASB cases received by Housing (gen Housing)	Quarterly	134	130	56	100	Q1 2024/25= 24I Q2 2024/25= 37 Q3 2024/25= 35 Q4 2024/25= 34 The accessibility of the Tenancy Services Team has increased, with Housing Services now hosting regular housing drop in sessions and estate inspections throughout the Borough, Housing Officers have also attended community events. This has led to customers being able to report issues easily contributing to the rise in cases recorded
Data Only 	<b>ComS_014</b> Number of ASB cases received by Community Services	Quarterly	103	114	33	60	Q1 2024/25= 28 Q2 2024/25= 32 Q3 2024/25= 28 Q4 2024/25= 26
Data Only 	<b>ComS_024</b> High risk domestic abuse cases re-referred to the Multi Agency Risk Assessment Conference [expressed as a % of the total number of referrals]	Quarterly	24%	27%	11%	20%	Q1 2024/25= 32% Q2 2024/25= 37% Q3 2024/25= 13% Q4 2024/25= 27%

Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2024/25 Performance Outturn report.

**ComS\_025** Domestic Crimes and incidents reported in the borough 2023/24 = 945 (Nov-2023), 2024/25 = 978. This is new performance indicator therefore there is currently no target set. From 2025 Domestic crime and incidents recorded now includes domestic related Stalking, Harassment, Criminal Damage, Arson, Theft, Robbery, Sexual Offences and incidents such as Arguments. It should be noted that this data is also recorded within those crime types.








Data is available annually (Jan – Jan) and includes Domestic crimes and incidents which is not comparable with previous years.











**ComS\_033** Residents Surveyed who feel safe outside in the local area after dark (%) 2023/24 = 62.2%, The data is from the Nottinghamshire Police and Crime Commissioner Resident's Survey this for the county area anxiety within the population. This is increasing which will have an impact on the result. A new framework for the survey was used in 2024/25, Q2 2024/25 58% felt very safe, 61% felt fairly safe. The data is not comparable with earlier surveys. Countywide there has been a small decrease in perceptions of safety after dark since 2023 however feelings of safety remain broadly in line with levels recorded in 2021 and 2022.












**ComS\_100** Number of residents referred to Substance Misuse Support Services (CGL) (New) 2023/24 = no data, 2024/25 118. There is no target set for this for 2025/26 = 100% This is tracking indicator therefore there is no target set.






**ComS\_001** All Crime 2023/24 = 7,123, 2024/25 6,869. This is tracking indicator therefore there is no target set.

### **Community Safety – Key Tasks and Areas for Improvement 2025/26**








Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BCRP</b> Produce and deliver a Broxtowe Crime Reduction Plan 2023-2026	Reduction in all crime types and improvements in community confidence	<b>60%</b>	Nov-2026	The Broxtowe Crime Reduction Plan is a 3-year dynamic multi-agency plan which relies on external partners for updates on progress and it is therefore problematic to accurately assess progress.
In Progress 	<b>BCRP</b> Produce and implement a new Broxtowe Crime Reduction Plan (including ASB action plan) (New)	Reduction in all crime types and improvements in community confidence	<b>0%</b>	Mar-2027	This work will commence later in the year
Completed 	<b>BCRPASB_27</b> Review and update ASB documentation	Deliver an efficient and effective service for residents	<b>100%</b>	Mar-2026	completed
In Progress 	<b>BCRPASB_28</b> Create Poster/Signage for E-Scooters, Cycles and Off-Road Bikes	Increased safety for users of High Road Beeston and hot spots throughout Borough	<b>0%</b>	Mar-2026	This work will commence later in the year
In Progress 	<b>BCRPASB_29</b> Review ASB Policy (including ASB action plan)	Deliver an efficient and effective service for residents	<b>0%</b>	Mar-2028	This work will commence in 2026 as part of the 3-year policy review cycle
In Progress 	<b>BCRPASB_30</b> Review ASB Case Review Policy	Deliver an efficient and effective service for residents	<b>0%</b>	Mar-2028	This work will commence in 2027 as part of the 3-year policy review cycle
In Progress 	<b>BCRPASB_17</b> School talks on ASB, White Ribbon and Healthy Relationships	Better mental health and reductions in incidents of ASB and Domestic Abuse	<b>50%</b>	Mar-2026	5 visits to schools have been completed which have all been successful, however some schools are still reluctant to let us in (we think this may be they fear it will send a message to parents there is an issue at the school) a myth buster leaflet on ASB, knife crime, staying safe and information on mental wellbeing has been produced to mitigate this



Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>COMS2527_01</b> Produce and deliver South Notts Community Safety Partnership Serious Violence Response Plan (New)	Reduce Violence across South Notts	<b>30%</b>	Jan-2027	Plan produced and approved by the Violence Reduction Partnership. Delivery of the plan has started.
Completed 	<b>BCRPDA&amp;V_15</b> Create Joint Communities and Housing Repairs Sanctuary Database	New joint departmental sanctuary database to improve efficiency and effectiveness	<b>100%</b>	Mar-2026	The joint database was completed in March 2025. This is now in place and is working well.
Completed 	<b>COMS2526_05</b> Produce and implement Food Service Plan	Council has a fit for purpose Food Service Plan which informs activity in this area	<b>100%</b>	Jul-2025	The Food Service Plan 2025 was approved by Cabinet on 29 July 2025.
In Progress 	<b>BCRPDA&amp;V_16</b> Develop and distribute Home Target Hardening Infographic	Infographic of measures that can be taken to make homes more secure against unwanted entry reducing referrals	<b>25%</b>	Mar-2026	The infographic is being prepared by the Council's partner and will be publicised once available.
In Progress 	<b>COMS2526_01</b> Consult, Review and renew Public Spaces Protection Orders (PSPO) (New)	PSPOs renewed where appropriate and removed where not	<b>25%</b>	Apr-2026	The review, consultation and renewal of PSPO commenced in April 2025.
In Progress 	<b>COMS2324_05.1</b> Review Vulnerable Persons Policy	Support vulnerable residents in the Borough	<b>0%</b>	Mar-2027	This work will commence in 2026 as part of the 3-year policy review cycle
In Progress 	<b>COMS2224_08a</b> Renew Accreditation and deliver the multi-agency partnership White Ribbon Action Plan 2024-2027	Raise awareness of and reduce Domestic Abuse and male violence against women	<b>25%</b>	Mar-2028	This work will commence in 2027 to meet the white ribbon reaccreditation deadline of March 2028
In Progress 	<b>COMS2224_09</b> Deliver Sanctuary Scheme	Provide security for survivors of Domestic abuse to enable them to continue to live in their own homes	<b>60%</b>	Mar-2026	Ongoing. Tasks for 2025/26 are being undertaken.
In Progress 	<b>BCRPHC_01</b> Renew Hate Crime Pledge	Reduce Hate Crime and improve reporting and support for victims in the borough	<b>0%</b>	Mar-2026	Post vacant since January 2025 This work will commence later in the year to meet the deadline of March 2026
Completed 	<b>BCRPMS_01</b> Deliver Modern Slavery Statement 2025	Ensure compliance with the duty	<b>100%</b>	Sept-2025	Approved at Cabinet 29 July 2025.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>COMS2427_08</b> Deliver Serious Violence Duty	Ensure compliance with the duty	<b>70%</b>	Mar-2026	Ongoing. Tasks for 2025/26 are being undertaken.
In Progress 	<b>COMS2427_09</b> Deliver PREVENT Duty	Ensure compliance with the duty	<b>70%</b>	Mar-2026	Ongoing. Tasks for 2025/26 are being undertaken.
Completed 	<b>COMS2427_10</b> Review and update the Adult Safeguarding Policy	Deliver an efficient and effective service for residents	<b>100%</b>	Mar-2026	Approved at Cabinet 29 July 2025.
Completed 	<b>COMS2427_11</b> Review and update the Child Safeguarding Policy	Deliver an efficient and effective service for residents	<b>100%</b>	Mar-2026	Approved at Cabinet 29 July 2025.
In Progress 	<b>COMS2427_12</b> Review and update the Hate Crime Policy	Deliver an efficient and effective service for residents	<b>0%</b>	Mar-2027	Work will commence in 2026 in line with the 3-year policy review cycle
In Progress 	<b>COMS2427_13</b> Review and update the Hate Crime Strategy	Deliver an efficient and effective service for residents	<b>0%</b>	Mar-2027	Work will commence in 2026 in line with the 3-year policy review cycle
In Progress 	<b>COMS2427_14</b> Review and update the Serious Organised Crime Strategy	Deliver an efficient and effective service for residents	<b>0%</b>	Mar-2027	Work will commence in 2026 in line with the 3-year policy review cycle
In Progress 	<b>COMS2324_03</b> Review Serious Violence and Violence Against Women and Girls Strategy	Reduce violence and violence against women and girls	<b>0%</b>	Mar-2028	Work will commence in 2027 in line with the 3-year policy review cycle
In Progress 	<b>BCRPFRAUD_01</b> Renew Fraud Covenant	Reduce fraud and improve reporting and support for victims in the borough	<b>0%</b>	Mar-2028	This is to be reviewed in 2027/28.
In Progress 	<b>BCRPDA&amp;V_07</b> Review Sanctuary Policy	Deliver an efficient and effective service for residents	<b>0%</b>	Mar-2028	Work will commence in 2027 in line with the 3-year policy review cycle
In Progress 	<b>COMS2528_01</b> Review Prevent Strategy (New)	Deliver an efficient and effective service for residents	<b>0%</b>	Mar-2028	Work will commence in 2027 in line with the 3-year policy review cycle

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BCRPDA&amp;V_14</b> Review Domestic Abuse Policy	Deliver an efficient and effective service for residents	0%	Mar-2028	Work will commence in 2027 in line with the 3-year policy review cycle
In Progress 	<b>BCRPSMA_11</b> Create BLZ package for substance misuse (including nitrous oxide)	Staff awareness raised and clear referral pathways to support	0%	Mar-2026	Post vacant since January 2025 this work will commence once the new post holder is in post
In Progress 	<b>BCRPSMA_12</b> Produce and implement a Broxtowe Drug and Alcohol Strategy to support the Countywide strategy (including nitrous oxide)	Increase in numbers of residents accessing support services	0%	Mar-2026	Post vacant since January 2025 this work will commence once the new post holder is in post
In Progress 	<b>COMS2528_02</b> Enhance existing substance misuse action plan to support countywide strategy and action plan (New)		0%	Completion date subject to county plan being published	Post vacant since January 2025 this work will commence once the new post holder is in post
In Progress 	<b>ComS_2528_03</b> Review the resource allocated to Licensing Enforcement (New)	To undertake an exercise to review the resource allocated to Licensing Enforcement and ensure adequate capacity to carry out a programme of proactive and reactive monitoring of activities requiring licensing	10%	Mar-2028	Discussions have commenced to outline the parameters of the review.

**Community Safety – Key Performance Indicators 2025/26**

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Data Only 	<b>ComS_012</b> Number of ASB cases received by Environmental Health	Monthly	438	433	126	400	Q1 2024/25= 114 Q2 2024/25= 137 Q3 2024/25= 79 Q4 2024/25= 103
Red 	<b>ComS_012d</b> ASB cases Environmental Health closed in 3 months	Monthly	78.64%	66.74%	70.63%	82%	89 cases closed in <3 months in Q1 2025/26. Closure is based on complexity of open cases.
Data Only  Page 71	<b>ComS_013</b> No of ASB cases received by Housing (General Housing)	Monthly	92	130	56	100	Q1 2024/25= 24 Q2 2024/25= 37 Q3 2024/25= 35 Q4 2024/25= 34 The accessibility of the Tenancy Services Team has increased, with Housing Services now hosting regular housing drop in sessions and estate inspections throughout the Borough, Housing Officers have also attended community events. This has led to customers being able to report issues easily contributing to the rise in cases recorded.
Green 	<b>ComS_013d</b> ASB cases Housing closed in 3 months	Monthly	69.40%	65.38%	92.86%	85%	52 cases closed in <3 months in Q1 2025/26. Closure is based on complexity of open cases.
Data Only 	<b>ComS_014</b> Number of ASB cases received by Community Services	Monthly	103	114	33	60	Q1 2024/25= 28 Q2 2024/25= 32 Q3 2024/25= 28 Q4 2024/25= 26
Green 	<b>Coms_014d</b> ASB Cases Community Services closed in 3 months	Monthly	102.91%	86.84%	90.91%	70%	30 cases closed in <3 months in Q1 2025/26. Closure is based on complexity of open cases.
Data Only 	<b>ComS_101</b> Residents feeling people from different backgrounds get on well (New)	Annually	62%	Data not yet available	-	90%	Annual survey of the Police and Crime Commissioner for Nottinghamshire

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Red 	<b>Coms_048</b> Food Inspections: High Risk	Quarterly	100%	100%	54%	100% (Q1)	All A's and B's completed. Small number of B's carried forward. Ongoing high level of new premises registrations. This represents the 19 outstanding inspections many of which are from June 2025.
Red 	<b>Coms_049</b> Food Inspections: Low Risk	Quarterly	100%	100%	33%	100% (Q1)	Most of category D's. Large number of low risk inspections becoming due this year and work is underway to ensure interventions are carried out and spread throughout the year. This represents the 43 low risk inspections which have been triaged.






Data for the following Critical Success Indicators is calculated and reported annually and will be included in the 2024/25 Performance Outturn report.



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**ComS\_101** Residents feeling people from different backgrounds get on well (New) 2023/24 = 62%(Nov-2023), 2024/25 = Data not yet available. The target for 2025/26 = 90%













**Support Services – Key Tasks and Areas for Improvement 2025/26**



	Completed 	In Progress 	Warning 	Overdue 	Cancelled 
<b>Finance Services</b>	2	2	-	-	-
<b>Legal Services</b>	-	1	-	-	-
<b>Democratic Services</b>	1	2	-	-	-
<b>Human Resources</b>	1	3			
<b>Payroll and Job Evaluation</b>	-	-	-	-	-
<b>Asset Management and Property Services</b>	-	4	-	-	-
<b>Communications, Cultural and Civic Services</b>	-	1	-	-	-
<b>Health and Safety</b>	-	3	-	-	-
<b>ICT and Corporate Services</b>	-	4	-	-	-
<b>Revenues, Benefits and Customer Services</b>	2	7	-	-	-
<b>TOTAL</b>	<b>6</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>-</b>




Status	Code and Action	Action Description	Progress	Due Date	Comments
Complete 	<b>FP2023_07</b> Produce draft statement of accounts in accordance with statutory deadlines (Finance)	Draft accounts to be produced and published by 30 June for external auditors to scrutinise	<b>100%</b>	Jun-2025	Draft accounts completed and published on 26 June 2025, before the statutory deadline, and submitted to the external auditors ready for audit scrutiny.
Complete 	<b>FP2023_02</b> Complete the installation of new Civica Income Management system and undertake post implementation review (Finance)	Fully operational income management system to include functional bank reconciliation modules to provide an efficient and effective process.	<b>100%</b>	Jul-2025	System administration allocated to Finance Services and training provided. New contract from September 2024, awarded via framework, with new Income Management System installed and operational in March 2025.




Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>FP2427_01</b> Review and update the Housing Revenue Account (HRA) 30-Year Business Plan and to develop a medium-term financial strategy (MTFS) for the HRA (Finance) (New)	Internal review of the HRA 30-Year Business Plan last updated in 2023/24. Development of a new MTFS for the HRA to bridge the gap between the annual budget and long-term business plan	<b>25%</b>	Sep-2025	Progress is being made to produce a HRA Medium-Term, Financial Strategy to provide a link between the updated HRA 30 Year Business Plan and the annual budget setting process. The outcomes will be reported to Cabinet in the autumn targeted for 4 November 2025.
In Progress 	<b>RBCS2528_04</b> Complete the migration and upgrade of Revenues system to the Cloud platform (Revenues/ICT) (New)	Fully operational revenue and benefits system and to provide additional business continuity arrangements	<b>46%</b>	Sep-2025	As part of the Contract renewal, an upgrade to a Cloud Platform was included. This process is in the initial phase of roll out with Civica customers with Broxtowe commencing this process in early 2026/27 financial year. Work has commenced with CIVICA to define requirements for implementation. An issue was identified that may impact project cost and quality; this is under assessment. Currently, the Cloud offering is not sufficiently developed to be used, but its suitability will be reviewed throughout the contract period.
In Progress 	<b>FP2326_02</b> Review and enhance the Council's contract management framework across the Council (Finance)	Review of the corporate contract management framework to include performance management arrangements and reporting	<b>90%</b>	Jun-2025	Updated Contract Procedure Rules now adopted following approved at full Council on 12 July 2023. A review of the Contract Management Framework was completed in May 2024. Participation in a Contract Management Working Group with other Nottinghamshire authorities, attended by the Chief Audit and Control Officer and other relevant Contract Managers as required.
In Progress 	<b>LS2528_01</b> Community Governance Review 2025 (Legal Services) (New)	Revision of parish boundaries in the North of the Borough	<b>1%</b>	Timetable to be agreed	This action will not be progressed pending Local Government Reorganisation.
In Progress 	<b>DEM2427_01</b> Roll Out Phase 3 of the Committee Management System (Democratic Services) (New)	Introduce paper light Committee meetings by using e-Agendas	<b>10%</b>	May-2027	Members asked to trial a paper light method of Committee meetings. A Member Working Group has been convened to provide insight with the indicator which will next meet on 18 September 2025.







Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>DEM2528_01</b> Complaint Handling Annual Self-Assessment Form (Democratic Services) (New)	The Complaint Handling Annual Self-Assessment form be completed and published by April 2025 as recommended by the Joint Complaint Code. From April 2025 to update the annual self-assessment as required by the Joint Complaint Code	<b>99%</b>	Apr-2025	Awaiting final confirmation from the Housing Ombudsman to confirm that the Council is compliant with the Code.
Complete 	<b>DEM2528_02</b> Introduce a new Unreasonable Complainant Behaviour Policy (Democratic Services) (New)	The Unreasonable Complainant Behaviour framework to be updated to consider behaviour towards Members and contact by non-complainants	<b>100%</b>	Mar-2026	Cabinet approved the Unreasonable Complainant Behaviour Policy at its meeting on 3 June 2025.
In Progress 	<b>HR2326_01.1</b> Complete an annual review of the People Strategy 2025-29 (Human Resources)	Review the People Strategy and incorporate it into the Organisational Development Strategy	<b>0%</b>	Jan-2026	The annual review for 2025/26 is underway and will be completed by the deadline
In Progress 	<b>HR2427_01.2</b> Consolidate Family Friendly Policies (Human Resources)	Amalgamate all Family Friendly Policies (Maternity/Paternity etc.)	<b>85%</b>	Apr-2026	Family friendly Policies were amalgamated into the HR Policy Group by April 2025. Awaiting government Legislation updates on Parental Policies. <b>Due date extended from March 2026 to April 2026/27</b>
In Progress 	<b>HR2427_01.4</b> Quality Mark for Carers In Employment (Human Resources)	Achieve Standard	<b>100%</b>	Dec-2025	Reviewed by LJCC and Cabinet in December 2024.
In Progress 	<b>HR2427_01.5</b> Armed Forces Covenant (Human Resources)	Achieve Gold Award Status	<b>20%</b>	Dec-2025	HR have contacted the MoD to request next steps for Gold Award application.
In Progress 	<b>CP2124_01a</b> Complete the installation Property Management system (Asset Management and Development)	Fully operational property management system that is able to generate reporting and invoicing to ensure efficient solution.	<b>30%</b>	Jun-2025	Civica Property Management system has now been procured, and an implementation project team has been convened. First integration session (full day) has been conducted, in line with an agreed timetable which should have the software fully live in 6 months at the latest. All council assets have been loaded, component data in the process of being added.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>CP2124_01</b> Introduce effective management and ICT systems in the Estates Team (Asset Management and Development)	Readily available information on a day-to-day basis to enable efficient estate management	<b>90%</b>	Mar-2025 (subject to business case)	Civica Property Management system has now been procured, and an implementation project team has been convened. First integration session (full day) has been conducted, in line with an agreed timetable which should have the software fully live in 6 months at the latest.
In Progress 	<b>CP2225_01</b> Maximise commercial revenue from Beeston Square (Asset Management and Development)	Ensure the development income exceeds borrowing costs and provides a revenue income stream for the Council	<b>85%</b>	Mar-2025	Beeston Square is now fully tenanted, pending the agreement of legal documentation. The attraction of a dentist and foot clinic has gone some way to meet the commitments to bring more health orientated businesses to the town, the addition of a play group and bar / restaurant business will further support the local economy.
In Progress 	<b>CP2326_01a</b> Energy Efficiency Schemes (Asset Management and Development)	To achieve Carbon Neutral on all Commercial premises and to be EPC level C or above	<b>10%</b>	Mar-2027	Faithful and Gould (now Atkins Realis) are providing feasibility on the Council's four principal assets. Unfortunately, we were unsuccessful in our bid to Phase 5 Public Sector Low Carbon Skills Fund. We are currently discussing potential funding opportunities with Atkins Realis including Phase 4 of the Public Sector Decarbonisation Scheme (expected to open to applications later this year). The decarbonisation plans currently being prepared by Atkins Realis will help identify a works programme.





Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BBC2022a</b> Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited (LLL) (Council)	To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Ltd (LLL) in the provision of leisure in Broxtowe	<b>50%</b>	Mar-2027	<p>Work on specific priorities as follows:</p> <ul style="list-style-type: none"> <li>• Commenced a review of service agreements with Council services</li> <li>• Developed a Reserve Policy, which has been approved by the LLL Board</li> <li>• Repairs and renewals governance agreed at meetings with Head of Asset Management every six months. Recent issues with RAAC concrete and asbestos, in addition to the usual issues associated with a 60-year-old leisure centre.</li> </ul> <p>Overall the management agreement requires a review to reflect the areas that LLL are no longer operating e.g. Kimberley Leisure Centre, Cultural Services and Events.</p>
In Progress 	<b>BBC2022c</b> Replacement Gym Equipment (Council)	Provide a scope of the equipment required, digital capabilities, meet with suppliers, site visits, support with scoping the details of a procurement. Redesign available gym space and work with the contractor to ensure installation is to specification and on time	<b>25%</b>	Dec-2026	<p>The implementation of this action has been delayed as the timing of the new equipment needs to coincide with facility developments.</p> <p>In the meantime, the Council's Capital Programme 2025/26 includes £120k for Gym Equipment Replacement, which is mostly required for the new Hickings Lane Community Pavilion.</p> <p>In terms of the wider programme in line with the implantation of the Leisure Facility Strategy, LLL will review the costs and timeline required to give the maximum value for money. Any equipment delivered will require consultation, procurement and lead times.</p>

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>CCCS2326_01</b> Deliver Communication and Engagement Strategy 2023-26 (Communications)	Increase reach of Council's communications to encourage behaviour change and improve the Council's reputation	<b>84%</b>	Mar-2026	Actions in progress or completed 32 out of 38 for Communications and Engagement Strategy Highlights during 2024/25 included a recycling campaign featuring employees from the Refuse Team, supporting residents to recycle. There were over 95,000 views, 484 reactions and 235 comments and it supports a reduction in the contamination rate from 18.5% to 14.1%. Remaining actions include work on improving engagement with middle managers and dispersed workers and reviewing the Council's existing communications channels to identify improvements or new developments to pursue.
In Progress  Page 78	<b>H&amp;S2528_01</b> Embed the management system to manage Asbestos and Fire Registers for the Council (Health and Safety) (New)	Ensure all relevant actions are identified as a result of the FRA and Asbestos Assessments and remedial actions are taken timely	<b>60%</b>	Mar-2026	A management system has been agreed (currently excel based). The work to embed the management system is now underway (using RiskHub from September 2025). This will later be moved over to a new Asset Management System on a platform hosted by Total Mobile by 30 January 2026. The Dashboard format has been agreed (August 2025), and work is underway to populate. This has been delayed and is 2.5 months behind schedule. The Dashboard will be reviewed by the Health and Safety Sub Committee on 15 September 2025.
In Progress 	<b>H&amp;S2427_02</b> Devise a Health and Safety management framework and process to review procedures and compliance - to include site visits, regular reviews, assessments and feedback (Health and Safety)	Ensure compliance with Health and Safety legislation and guidance. Have a workable system that is easy to understand to enable Officers to evaluate the risks and address them to react appropriately	<b>40%</b>	Jan-2026	A compliance / assurance framework is being developed. The legal register has been completed, and a risk profile has been completed. A work plan is currently being developed that incorporates the statutory compliance tasks. Both these documents are reviewed and updated in April and October. A report is due to go to GMT on our wider compliance position that identifies key issues that are causing performance issues across the business. <b>Due date extended from June 2025 whilst the framework to becomes fully integrated.</b>





Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>H&amp;S2528_02</b> Emergency Planning Proficiency (Health and Safety) (New)	Embed the Emergency Planning arrangements with all relevant Employees and Members	<b>30%</b>	Mar-2026	The Emergency Planning Booklet was updated in January 2025, and the next revision is due by 30 August 2025. This is a 6 monthly review and update process. The Council's Emergency Plan is currently under review. Business Continuity Plans have been updated (May 2025) by Assistant Directors / Heads of Service and will be reviewed by 30 August 2025. The weakest of the plans will be tested via a live exercise with support from LRF Emergency Planning Team at Nottinghamshire County Council by 30 March 2026.
In Progress  Page 79	<b>IT2326_01</b> Digital Strategy Implementation: Implementation of the technology and processes required to provide digital services to our customers choose as their preferred channel (ICT)	To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency. <ul style="list-style-type: none"> <li>• Implementation of Licensing forms</li> <li>• Investigate mobile technology solution for Environmental Health</li> <li>• Continue delivery of the appropriate technology to support agile working</li> </ul>	<b>0%</b>	Mar-2026	Two projects are captured on the BBSi programme for digital enhancements. <ul style="list-style-type: none"> <li>• Implementation of Licensing eforms, which provide digital access to online forms</li> <li>• Investigate into suitable mobile technology for the Environmental Health team</li> </ul> Work on these projects are not scheduled to start until September 2025.
In Progress 	<b>IT2326_02</b> ICT Security Compliance: PCI-DSS and Government Connect - Maintain compliance with latest Security standards and support annual assessments (ICT)	<ul style="list-style-type: none"> <li>• Compliance with latest Government and Payment Card Industry security standards.</li> <li>• Ensure organisation is aware of Cyber Security threat vector and employees and Members are trained accordingly.</li> <li>• Renew Cyber Essentials Accreditation</li> </ul>	<b>2%</b>	Mar-2026	The Council is PCI-DSS compliant – the expiry date was 28 Feb 2025. ICT has arranged the annual penetration test for August to assess and evaluate the effectiveness of the Council's cybersecurity measures. The 'code of connection' will be up for renewal in September 2025.


Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>IT2326_03</b> Core Network Infrastructure: Refresh core network infrastructure (ICT)	Replacement and enhancement of current equipment to support future business growth and reliable delivery of Council services	0%	Mar-2026	The replacement of the Council core network infrastructure is not scheduled to start until September.
In Progress 	<b>IT2326_04</b> New Ways of Working /Mobile/Agile Working: The Council will continue work to ensure agile working approaches continue to be fit for purpose (ICT)	Review NWOW implementation across the Council to ensure arrangements are appropriate and applicable for Business needs	0%	Mar-2026	All users across the Council have access to agile remote working. Future mobile devices for service areas continue to be reviewed.
In Progress 	<b>RBCS1620_01</b> Manage the introduction of Universal Credit (UC) (Benefits)	Transfer of working age HB claims will be administered by the DWP	90%	Mar-2026	National Migration of the Working Age claimants on to UC has commenced. This will reduce the number of existing Housing Benefit Claimants. However, UC will have no impact on Pension Age claimants and Supported Accommodation, which will remain with the Council to administer.
In Progress 	<b>RBCS2528_01</b> Manage the Introduction of Housing Element within Pension Credit (Benefits) (New)	Transfer of pension age HB claims to Pension Credit will be administered by the DWP.	0%	Mar-2026	The Council has received notification from the DWP of the proposal to start a migration of Pension Credit claimants on to receive their Housing Element through this benefit rather than Housing Benefit. However, to date, there have been no proposed dates for the commencement of this. Further updates will be provided when known.
Complete 	<b>RBCS1620_06</b> Implement the updated Customer Services Strategy with focus on the updated reception area (Customer Services)	To create a modern welcoming environment for customers.	100%	Apr-2025	Work on the new reception area was completed in April 2025.
In Progress 	<b>RBCS2023_01</b> Business Rates Review (Revenues)	To review the relevant Rateable Value of Businesses.	90%	Sep-2026	The project continues and is working well in identifying new businesses and updated businesses to increase the Business Rates charged. It is expected that this project will continue beyond September 2026.















Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>RBCS2124_01</b> Evaluate and implement OpenChannel, subject to Business Case (Revenues)	To implement the OpenChannel module giving end to end online functionality for Customers in Council Tax and Benefits	<b>20%</b>	Sept-2025	This project has commenced, and initial project plan has been developed breaking the role of this into four phases over the coming 12 months. This will provide customers with greater facility to perform self-service in respect of Council Tax.
Complete 	<b>RBCS2225_02</b> Email Connect (Customer Services)	To implement the Information@work email connect module, providing automatic referencing of emails received.	<b>100%</b>	Mar-2026	Evaluation of this module has been conducted, and it has been established that the benefits realised will not be significant and therefore it has been decided not to continue with the project.
In Progress 	<b>RBCS2528_02</b> Single Person Discount Review (Revenues) (New)	To review all Single Person Discount accounts on Council Tax	<b>75%</b>	Oct-2025	The project is in its final stages with the cancellations commencing for those that have not responded. It is anticipated that this project will be completed by October 2025.
In Progress 	<b>RBCS2528_03</b> Review of Council Tax Exemptions (Revenues) (New)	To review the level of Council Tax exemptions and recommend potential improvements to promote a return to use for empty properties	<b>10%</b>	Mar-2026	Further work is being conducted on the evaluation of the potential changes to Council Tax Exemptions.









**Support Services – Performance Indicators 2025/26**






	Satisfactory 	Warning 	Alert 	Data Only 
Finance Services	(-)	- (-)	- (-)	- (-)
Legal Services	4 (-)	- (-)	- (-)	- (-)
Democratic Services	- (-)	- (-)	- (-)	- (-)
Human Resources	1 (-)	3 (-)	- (-)	- (-)
Payroll and Job Evaluation	1 (-)	- (-)	3 (3)	- (-)
Asset Management and Property Services	4 (-)	- (-)	1 (-)	- (-)
Communications, Cultural and Civic Services	8 (-)	- (-)	- (-)	- (-)
Health and Safety	- (-)	- (-)	- (-)	- (-)
ICT and Corporate Services	6 (2)	- (-)	- (-)	- (-)
Revenues, Benefits and Customer Services	5 (3)	- (-)	1 (-)	3 (1)
TOTAL	<b>29 (5)</b>	<b>3 (-)</b>	<b>5 (3)</b>	<b>3 (1)</b>








Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Red 	<b>CSI BV 8</b> Percentage of undisputed invoices paid within 30 days of receipt (Finance)	Monthly	97.4%	85.0%	86.7%	98.5%	A review of existing processes across the Council is underway. All officers are reminded to authorise payments in a timely manner and follow established procedures. Upgrades to Civica Financials and the review of internal processes will support efforts towards achieving the target. Business Support will continue to work with Financial Services for improvements to be met.








Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Red 	<b>FPLocal_02</b> Sundry debtors collected in years as a proportion of the annual debit (Finance)	Monthly	85.8%	90.2%	59.3%	88%	This key performance indicator is significantly influenced by the timing of invoices being raised and the statutory time frame for payments to be made. Over half of the total bills created in Q1 were raised in June 2025 and, as such, these bills will not be overdue until July in Q2. The performance is expected to be in line with the target at the end of the year.
Amber 	<b>FPLocal_03</b> Internal Audit: Percentage of planned audits completed in the year (Finance)	Annually	71%	72%	-	90%	Annual indicator. Progress with the Internal Audit Plan is monitored and regularly scrutinised by the Governance, Audit and Standards Committee. Completion to 31 March 2025 was negatively impacted by the lag of overdue audits from 2023/24 impacting on completion in Q1 2024/25. A period of sickness within the team was also experienced in Q4 2024/25. As at the date of this report completion is approaching 100% with satisfactory progress being made on the Internal Audit Plan for 2025/26.
Red 	<b>FPLocal_09</b> Percentage of invoices paid within 20 days (Finance)	Monthly	94.4%	74.4%	74.4%	98.5%	The business support invoice review and expanded use of Intelligent Scanning to enhance efficiency of the payment process will increase the speed with which invoices are paid.
Green 	<b>FPLocal_11</b> Procurement compliant contracts as identified in the Contracts Register (Finance)	Quarterly	96%	98%	98%	95%	Compliance by spend value is 98%. This is calculated using contract dated on the contract register. All Heads of Service are contacted to confirm details on the Contract Register with regular contact to discuss budgets and future requirements for procurement input and support.
Green 	<b>LSLocal_002</b> First draft of Section 106 Agreement completed within 10 working days from receipt of full instruction (Legal Services)	Quarterly	80%	90%	90%	90%	
Green 	<b>LSLocal_003</b> Review and advise on contract within 10 working days from receipt of full instruction (Legal Services)	Quarterly	80%	90%	90%	90%	

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>LSLocal_004</b> First draft of commercial lease completed within 10 working days from receipt of full instruction (Legal Services)	Quarterly	80%	90%	90%	90%	
Green 	<b>ES_S1.2</b> Individually registered electors in the Borough (Legal Services)	Annually	84,635	85,752	Available Dec-2025	87,500	The annual canvass is currently being undertaken which will update the register and ensure that it is as accurate as it can be.
Data Only   Page 84	<b>GSLocal_002</b> Members attending training opportunities as a percentage of the whole (Democratic Services)	Quarterly	100%	78%	X.x%	100%	Members attend training to support them with their attendance meetings to ensure they have the knowledge to make informed decisions. A Member training programme has been created. Courses are delivered on MS Teams are being recorded to allow Members to view in their own time. Members can, in addition access learning through Broxtowe Learning Zone and external training has been offered to Members provided by East Midlands Councils, LGA, and Centre for Governance and Scrutiny.  The data for Q1 2025/26 is being analysed.
Green 	<b>GSLocal_006</b> Publish Cabinet Minutes within 3 working days of the meeting (Democratic Services)	Quarterly	100%	100%	100%	100%	KPI to be further developed with the Member Development Group.
Green 	<b>GSLocal_007</b> The percentage of Call-Ins following Cabinet decisions responded to in full within legislative timescale (Democratic Services)	Quarterly	100%	100%	100%	100%	2023/24 - Two Call-ins were made during 2023/24 and were resolved within legislative timescales 2024/25 - No Call-ins were made during 2024/25. In Q1 2025/26 there were no Call-ins.
Green 	<b>LALocal_04</b> The percentage of Stage 1 complaints acknowledged within the specified time (Democratic Services)	Quarterly	100%	100%	100%	100%	Officers are provided with the necessary tools to ensure complaints are handled effectively and a high level of performance is being achieved. Specific training has been provided to all Managers and Heads of Service regarding the handling of complaints under the new Complaints Policy. Furthermore, all staff are required to complete a Broxtowe Learning Zone complaint course to ensure compliance with the Complaint Policy.








Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>LALocal_04a</b> The percentage of Stage 2 complaints acknowledged within the specified time (Democratic Services)	Annually	*100%	*100%	100%	*100%	*Acknowledgements to be made in five working days from May 2021 in accordance with legislation. The Complaints Team are provided with the necessary tools to ensure complaints are handled effectively and a high level of performance is being achieved.
Amber 	<b>DEM_02</b> The percentage of Stage 2 complaints responded to fully within 20 working days (Democratic Services) (New)	Annually	-	97%	100%	100%	New Performance Indicator 2024/25. None of the 25 complaints responded to at Stage 2 required an extension of time under the complaints procedure.
Amber 	<b>BV16a</b> Percentage of Employees with a Disability (Human Resources)	Quarterly	7.99%	8.33%	8.62%	9.00%	Not all employees declare a disability. Additionally, some employees may gain a diagnosis during their employment.
Amber 	<b>BV17a</b> Ethnic Minority representation in the workforce – employees (Human Resources)	Quarterly	10.06%	10.74%	10.83%	11.00%	The value shown is for those employees who have declared their ethnicity.
Green 	<b>BV 21</b> Level of Equality Framework for Local Government to which the Council conforms (Human Resources)	Annually	Ach.	Ach.	-.	Ach.	Ach.= Achieving Exc.= Excellent
Green 	<b>HRLocal_06</b> Percentage of annual employee turnover (Payroll & Job Evaluation)	Quarterly	15.53%	14.94%	3.72%	13%	Turnover for 2025/26 is currently projected to be 14.88%
Amber 	<b>HRLocal_07</b> Percentage of employees qualified to NVQ Level 2 and above (Human Resources)	Quarterly	88%	87%	87%	89%	Learning & Development Team have identified free training for those without Level 2 qualifications however interest remains low. Increased interest for upcoming courses due to Local Government Reorganisation and upskilling.
Red 	<b>CSI BV12</b> Working Days Lost Due to Sickness Absence per FTE (Rolling Annual Figure) (Payroll & Job Evaluation)	Quarterly	8.86	8.85	8.94	7.50	The figure for each month in Q1 2025/26: <ul style="list-style-type: none"> <li>• April = 8.34</li> <li>• May = 8.79</li> <li>• June = 8.94</li> </ul>





Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Red 	<b>CSI HRLocal_17</b> Working Days lost (per FTE) for short term absence (Payroll & Job Evaluation)	Quarterly	3.25	2.93	3.29	3.00	The figure for each month in Q1 2025/26: <ul style="list-style-type: none"> <li>• April = 3.02</li> <li>• May = 3.27</li> <li>• June = 3.29</li> </ul>
Red 	<b>CSI HRLocal_18</b> Working Days lost (per FTE) due to longer term absence (Payroll & Job Evaluation)	Quarterly	5.61	5.92	5.66	5.00	The figure for each month in quarter 1 2025/26 <ul style="list-style-type: none"> <li>• April = 5.32</li> <li>• May = 5.52</li> <li>• June = 5.66</li> </ul>
Green 	<b>CPLocal_01a</b> Percentage of Industrial units occupied in the previous 3 months (Asset Management and Development)	Quarterly	95.35%	97.7%	97.7%	95%	2 Vacant Units Total industrial units – 43 <b>Performance indicator and target reviewed following outturn report 2024/25. Replaces CPLocal_01 %</b> Industrial units vacant for more than 3 months
Green 	<b>CPLocal_02</b> Percentage of tenants of industrial units with rent arrears (one month) (Asset Management and Development)	Quarterly	2.32%	2.33%	2.33%	5%	One industrial tenant is in arrears. Total industrial units – 43
Green 	<b>CPLocal_05a</b> % Beeston Square Shops occupied in the previous 3 months (Asset Management and Development)	Quarterly	80%	85	85%	85%	Position remains static from Q4.2024/25. A number of interested parties have engaged with the authority in respect of Unit 4, which has now been readvertised. Further discussions with other businesses have commenced relating to terms of lease. Phase I - one unit (unit 38) vacant but this is expected to be occupied by August 2025. Phase II - one unit (unit 4) remains vacant since construction completion April 2021. Terms have been agreed with a tenant and the process is progressing, expected occupation is within 4 – 6 months Total units – 20 <b>Performance indicator and target reviewed following outturn report 2024/25. Replaces CPLocal_05 % Beeston Square Shops vacant for more than 3 months</b>

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>CPLocal_08a</b> Percentage Occupancy of Business Hub Units - Beeston (Asset Management and Development)	Quarterly	58%	100%	100%	85%	One unit is occupied by the Council's Economic Development team. Total units – 12
Green 	<b>CPLocal_08b</b> Percentage Occupancy of Business Hub Units - Stapleford (Asset Management and Development)	Quarterly	89%	78%	89%	85%	One room currently vacant. Total units – 9
Green 	<b>CCCSLocal_01</b> Online Transactions (Communications, Cultural and Civic Services)	Annually	469,277	*488,106	-	400,000	Online transactions include use of e-forms, payments by phone, Automated Phone payments (for Waste Services and Gym bookings) and third-party applications. * Data from April 2024 to January 2025 due to a technical issue.
Green 	<b>CCCSLocal_02</b> Social Media Reach (Average Monthly figure) (Communications, Cultural and Civic Services)	Annually	1,208,300	1,320,025	-	1,400,000	All types of electronic interactions with the Council
Green 	<b>CCCSLocal_03</b> Email Me Subscribers (Communications, Cultural and Civic Services)	Annually	30,073	31,154	-	31,000	
Green 	<b>CCCSLocal_04</b> Employees who are aware of the Council's vision and long-term goals (Communications, Cultural and Civic Services)	Annually	77%	80%	-	82%	
Green 	<b>CCCSLocal_05</b> Employees who feel informed (Communications, Cultural and Civic Services)	Annually	67%	70%	-	72%	

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>CCCSLocal_06</b> Residents who feel the Council listens to them (Communications, Cultural and Civic Services)	Annually	*68% (32% disagreed/strongly disagreed)	*75% (25% disagreed/strongly disagreed)	-	70%	From 2022/23 the options were broadened to very satisfied, satisfied, neutral, dissatisfied and very dissatisfied. Therefore 75% were very satisfied, satisfied or neutral and 25% were dissatisfied or very dissatisfied.
Green 	<b>CCCSLocal_07</b> Residents who are satisfied or very satisfied with the services the Council provides (Communications, Cultural and Civic Services)	Annually	58%	68%	-	70%	In the LGA Resident Satisfaction data from October 2024, the average is 56%.
Green 	<b>CCCSLocal_08</b> Residents who are satisfied or very satisfied with the Borough as a place to live (Communications, Cultural and Civic Services)	Annually	71%	78%	-	80%	In the LGA Resident Satisfaction data from October 2024, the average is 74%.
Green 	<b>CSI ITLocal_01</b> System Availability (ICT)	Quarterly	99.70%	99.77%	99.97%	99.5%	There has been a total of two system outages in Q1 2025/26. Incident 1: Civica WebPay was unavailable to internal staff for an hour. This was caused by the supplier. Incident 2: Approx. 50-60 users struggled to log into Outlook and Teams.
Green 	<b>ITLocal_02</b> Service Desk Satisfaction (ICT)	Quarterly	Not available	100%	100%	98%	Service desk reinstated in Q3 2023/24.
Green 	<b>ITLocal_04</b> Percentage of Capital Projects in the annual BBSi Programme completed in the current year (ICT)	Quarterly	81%	80%	16%	100% 25% (Q1)	Projects are moving forward and on track to be completed on time. Several delays occurred with some infrastructure projects, but this time will be made up before the end of Q2.
Green 	<b>CSI ITLocal_05</b> Virus Protection / Cyber Security (ICT)	Quarterly	100%	100%	100%	100%	



Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Green 	<b>GSLocal_001</b> Subject Access Requests responded to within one month (Corporate Services)	Quarterly	100%	100%	100%	100%	Regularly monitored to ensure Subject Access requests are responded to within deadlines and meet the Data Protection requirements.
Green 	<b>LALocal_12</b> The percentage of Freedom of Information requests dealt with within 20 working days (Corporate Services)	Quarterly	100%	100%	100%	85%	ICO guidance suggests a target of 85% of requests being sent a response within the appropriate timescales is acceptable. Target set in Business Plan matched to the ICO suggested target. 2024/25 = 1,439 of 1,439 requests in time 2025/26 = 456 of 456 requests in time ( <b>LADData_07</b> )
Green 	<b>CSI BV9</b> % of Council Tax collected in year (Revenues)	Quarterly	97.63%	97.65%	29.09%	98.5%  28.0% (Q1)	Collection rates continue to be above target.
Green 	<b>CSI BV10</b> % of Non-domestic Rates Collected in the year (Revenues)	Quarterly	97.64%	99.19%	31.75%	98.5%  31% (Q1)	Collection rates continue to be above target.
Green 	<b>BV78a</b> Average time (days) to process new Benefit claims (Benefits)	Quarterly	7.2	7.5	7.8	9.0	The Benefits Team have provided an excellent service, and this would be upper quartile performance.
Green 	<b>BV78b</b> Average time (days) to process Benefit change of circumstances	Quarterly	4.4	3.3	2.6	4.0	The Benefits Team have provided an excellent service, and this would be upper quartile performance.
Red 	<b>BV79b(ii)</b> Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (Benefits)	Quarterly	23.61%	28.11%	7.67%	25.00%  10.60% (Q1)	The Target provided is challenging and achieving the current performance would still place the Council as one of the highest performing Council's in the Country. With the national migration of working age cases to UC it is accepted that overpayment recovery will become more challenging as the options for recovery will be reduced. The Council has raised this with the Department for Works and Pensions who accept the impact that will be placed on Councils but without providing an alternative solution.

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Target	Notes
Data Only 	<b>CSData_02</b> Calls Answered in the Contact Centre (Customer Services)	Annually	73,170	56,654	22,102	60,000	The Customer Services Team continues to perform well and is achieving the challenging target that has been set. Considering the Q1 2025/26 performance outturn it is anticipated that the team will be able to achieve the target of 60,000 by the end of the year.
Data Only 	<b>CSLocal_11</b> Switchboard calls answered (Customer Services)	Annually	45,229	39,010	9,964	48,500	Number of calls being made to the Contact Centre has reduced by 20,000, including the switchboard, which is attributed to the improved performance of the team in answering calls the first time a customer contacts the Council. The overall switchboard abandonment rate for 2024/25 was 4.3%.
Red 	<b>CSI CSLocal_14</b> Number of online payment transactions to the Council (Customer Services)	Quarterly	78,869	*56,478	X	75,000 18,750 (Q1)	*The total in 2024/25 is excluding February and March 2025 as there is a technical issue to be resolved. It is expected that once these are added in to the totals then the amounts will be above target as Garden Waste subscriptions will be included.
Green 	<b>CSI FRLocal_15</b> Percentage of DHP contribution compared to DWP grant (Benefits)	Quarterly	143%	103%	28.5% 25% (Q1)	100%	The Council was provided an additional amount of funding through Nottinghamshire County Council's Household Support Fund which allowed an increase in expenditure above the 100% DWP contribution.

**Performance Management – Liberty Leisure Limited****1. Background - Corporate Plan**

The Broxtowe Borough Council Corporate Plan was approved by Council on 10 July 2024. It has been developed setting out the Council's priorities to achieve its vision to make "A greener, safer, healthier Broxtowe where everyone prospers." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Council's Local Authority Trading Company, Liberty Leisure Limited, is guided by the Service Agreement and its company strategies. These documents align the work of Liberty Leisure Limited with other local, regional and national plans to ensure the company's work contributes to wider objectives. These include the Council's Corporate Plan that prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned to ensure the ambitions set out in the Council's Corporate Plan are realistic and achievable.

**2. Business Plans**

The Liberty Leisure Limited Business Plan is reviewed annually. The Business Plan 2024/27 was approved by the Liberty Leisure Limited Board in January 2025. The Liberty Leisure Limited Business Plan 2025/28 was noted at Full Council on 5 March 2025.

The Liberty Leisure Limited Business Plan links to the Council's corporate priority of Health that was approved by Council on 5 March 2025. The Council's priority for Health is to 'Healthy and supported Communities'. Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Develop plans to renew our leisure facilities in Broxtowe (He2)
- Support people to live well with dementia and support those who are lonely or have mental health issues Broxtowe (He3)

The Liberty Leisure Limited Business Plan details the projects and activities undertaken in support of the Corporate Plan 2024-2028 for each the Council's Health priority areas.






### 3. Performance Management

This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2025/26 (as extracted from the performance management system). It also provides the latest data relating to Key Performance Indicators (KPIs).






The Council and Liberty Leisure Limited monitor performance using the performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the performance reports is as follows:

#### Action Status Key










Icon	Status	Description
	Completed	Action/task has been completed
	In Progress	Action/task is in progress and is currently expected to meet the due date
	Warning	Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	Action/task has passed its due date
	Cancelled	Action/task has been cancelled or postponed

#### Performance Indicator Key






Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only




The Performance Indicator Status in the tables shows the position related to the frequency of reporting as described in the column titled "Frequency". Where the frequency is annually this will be for the previous year 2025/26.





**Liberty Leisure Limited- Performance Indicators 2025/26**

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Q1 Target	Notes
Data Only 	<b>LLData_G05</b> Management Fee from the Council to Liberty Leisure Limited	Annually	£519k	£271k	-	-	The company manage its finances through a monthly cash flow review. The management fee is requested when the company's balance falls below £250k.
Green 	<b>LLLocal_G02</b> Total Attendance - Liberty Leisure Limited (All)	Monthly	927,716 (incl. KLC)	800,736	202,469	775,000 193,375 (Q1)	On target for attendance across Swim, fitness and exercise referral.
Green 	<b>LLLocal_G04</b> Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	-£3,907k	-£3,754k	-£645k	-£3,076k - £770k (Q1)	Increased National Insurance, water and electricity charges.
Red 	<b>LLLocal_G05</b> Total Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,356k	£3,249k	£ 648k	£2,752k £688k (Q1)	Gym and Swim memberships slightly below financial budget.
Red 	<b>LLLocal_G06</b> DD Total Number of Annual Direct Debits collected	Monthly	83,767	62,234	15,215	65,950 17,488 (Q1) Gym=41,820 Swim=24,130	Direct marketing swim school memberships to increase uptake.
Green 	<b>LLLocal_G07</b> Subsidy per Visit - all service areas	Annually	£0.56 (incl KLC)	£0.31	-	£0.35	
Amber 	<b>LLLocal_G12</b> Total number of members (Fitness and Swim School)	Monthly	6,166	5,513	5,492	5,778	Combined totals for Fitness and Swim School Memberships and include Direct Debit and annual payers.
Green 	<b>LLLocal_G13</b> Percentage of Direct Debits collected	Annually	96.4%	98.0%	98.0%	98.4%	Ongoing
Data Only 	<b>LLLocal_G15</b> Liberty Leisure Limited – Reserve Balance	Annually	£442k Surplus	£443k Surplus	£443k Surplus	£329k Surplus	New performance indicator from 2024/25. Reserves only change at the end of year accounts or key purchases, none of which are currently planned.

**Liberty Leisure Limited – Actions 2025/26**

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2427_G02</b> Investigate the possibility of adopting the 'Agency Agreement' model for the operating leisure services	Review the possibility of minimising the operators VAT liability	<b>0%</b>	Mar-2026	Further discussions required with Assistant Director Finance Services to review feasibility
In Progress 	<b>LL2427_G03</b> Review the support services and charges provided by Broxtowe Borough Council	Rationalise the support services provided to the company by BBC so that there are improved financial and operational efficiencies	<b>71%</b>	Mar-2027	Ongoing reviews with Heads of Service to review charges for 2025/26 and to review process moving forwards.
Complete 	<b>LL2427_G04</b> Alternative leisure provision in the north of the Borough	Continuation of Exercise Referral in the north of the Borough at Greasley Sports and Community Centre	<b>100%</b>	Mar-2027	Complete. Partnership with Greasley Sports and Community Centre is progressing well.
In Progress 	<b>LL2427_G05</b> Planning, opening and operation of the new Hickings Lane Pavilion	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane from 2025/26	<b>82%</b>	Mar-2028	The Board has approved that LLL will operate the facility given the assurances around support from the Council. Procurement of gym equipment and appointing staff is taking place during Q2 2025/26. Facility on track to open in October, ahead of schedule. Tenders have been completed for café, early years and gym equipment. Staffing has been planned and recruited to. Further detailed planning and implementation taking place in the build up to opening.
In Progress 	<b>LL2225_G01</b> Support Broxtowe Borough Council in the development of a new leisure facility at the Bramcote site	LLL provide operational expertise to the council to ensure that any new facilities have an achievable business plan, that design and layout will meet customer expectation and enable efficiencies to be achieved	<b>50%</b>	Mar-2027	The company has provided facility mix and financial related data to the Council's leisure consultant regarding a new build leisure centre at the Bramcote site. The new centre has been approved to be revised to include a deeper deep-end and pool viewing area.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2326_G01a</b> Grow fitness memberships	To grow all areas of fitness income to support the objective of improving operational efficiencies. Specifically, at Bramcote Leisure Centre to ensure that the fitness membership at the site is sufficient to support the financial requirements of a potential future new facility and the potential opening of a gym facility at the Hickings Lane Pavilion	<b>93%</b>	Mar-2026	Continuing with planned marketing activities to encourage new people to join at one of the leisure centre sites Reviewed and improved the digital journey to increase the number of members accessing health improvement programmes as well as improving the take up for corporate health checks and workshops. Continuing to grow Exercise Referral through direct marketing being undertaken by General Practices and delivering exercise referral in the North of the Borough with Greasley Sports and Community Centre Monitoring the fitness class programme across both sites to ensure high occupancy
Progress 	<b>LL2427_G06</b> Expand Exercise Referral opportunities	Increase the number of people on the exercise referral programme. Specifically targeting young people to encourage exercise adoption from an earlier age	<b>75%</b>	Mar-2026	Exercise Referral memberships exceeding targets. Growing Exercise Referral through direct marketing being undertaken by General Practices. Active Lifestyles Team have created double sided business cards to market wise moves and exercise referral with QR codes for people to scan and be directed to the referral form. This means health professionals can give out the business cards as a form of targeted self-referral and reduce admin time.
In Progress 	<b>LL2528_01G01</b> Grow Swimming Income (New)	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	<b>30%</b>	Mar-2028	Continuing to recruit and support volunteers to enable them to become swim teacher to increase the number of available swim teachers to deliver the programme Currently reviewing the cancellation process of Swim School leavers Monitoring the swim programme and public swim programme to increase occupancy and identify ways to improve retention and attendance

Status	Code and Action	Action Description	Progress	Due Date	Comments
Completed 	<b>LL2427_G08</b> Implement price changes	Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from Broxtowe Borough Council	<b>100%</b>	Mar-2027	Completed.
Completed 	<b>LL2427_G09</b> Implement updated digital sales and bookings processes	Improve the ease of bookings to support the increase sales and attendances at the Liberty Leisure operated sites	<b>100%</b>	Mar-2026	Continuing to improve the implemented Chat Bot (BOB AI) to encourage online joining and respond to queries, also reducing admin time. Introduced marketing automation, to allow direct marketing to customers via the LLL app and direct customers to certain products. Introduced Les Mills at Home for free to customers on a live fitness membership, to allow them to access workouts from home.
In Progress 	<b>LL2427_G10a</b> Implementation of new gym equipment at Hicking's Lane and across the estate	Capital investment to provide the gym at the Hickings Lane Pavilion (operating from 2025/26), and equipment for the new Bramcote Leisure Centre and Chilwell Olympia in 2026/27. Support the continued growth of the fitness membership to support the delivery of annual financial targets.	<b>25%</b>	Dec-2026	The equipment Stapleford Pavilion has been procured and is due to be installed w/c 8th September 2025. Pre-sales to start in August 2025 and opening in October 2025.
In Progress 	<b>LL2326_G04</b> Manage the reduction in the allocated management fee being made to the company by Broxtowe Borough Council	Deliver a balanced financial budget for 2025/26	<b>0%</b>	Mar-2026	Budget forecasted to reduce which is allowed for by adding a new replacement Bramcote Leisure Centre and the Hickings Land Community Pavilion, efficiencies and increasing income in other areas.



## Appendix 2

## Financial Performance to June 2025 Q1

1. Introduction

This report includes a summary update on financial performance in respect of employee expenses (including salaries and agency costs), income (including fees and charges) and the capital programme as at 30 June 2025.

2. Employee Position

The summary position for employee budgets on 30 June 2025 is shown below. The original budgets assumed 3% pay inflation in 2025/26. The budget figures shown do not include the vacancy rate target set when the original budget was approved. The total vacancy saving for the General Fund and the Housing Revenue Account (HRA) in 2025/26 are targets of £750k and £250k respectively and the total underspends will need to meet these targets.

Department	Budget Salary £'000	Budget Agency £'000	Budget Total £'000	Budget Jun-25 £'000	Actual Salary £'000	Actual Agency £'000	Actual Total £'000	Budget Var. £'000
Chief Executive	3,818	5	3,823	956	887	26	913	(43)
Deputy Chief Executive	3,912	203	4,115	1,029	856	44	900	(129)
Monitoring Officer	890	20	910	227	171	12	183	(44)
Executive Director	7,546	755	8,301	2,075	1,602	224	1,826	(249)
<b>GF Total</b>	16,166	983	17,149	4,287	3,516	306	3,822	(465)
<b>HRA Total</b>	5,879	80	5,959	1,490	1,251	29	1,280	(210)
<b>Grand Total</b>	22,045	1,063	23,108	5,777	4,767	335	5,102	(675)

The table shows that the current budget variation on salaries and agency costs on 30 June 2025 is a total underspend of £675k. This position needs to be adjusted for the General Fund and HRA and is considered further below.

a. General Fund

The current underspend on General Fund budgets is shown as £465k. This figure should be notionally adjusted to make allowance for the budgeted pay award that has not yet been paid. This reduces the variance by £106k on the General Fund. The estimated overtime and agency still to be paid in arrears would further reduce the saving by £47k. **The adjusted position for the General Fund is an underspend of £312k.** This compares favourably with the vacancy rate of £750k, which pro-rata to 30 June 2025 is a target of £188k.

b. Housing Revenue Account (HRA)

The current underspend on HRA budgets is £210k. Again, this figure should be notionally adjusted to allow for the budgeted pay award that has not yet been paid. This reduces the variance by £38k for the HRA. The estimated overtime and agency still to be paid in arrears further reduces the saving by £4k. **The adjusted position for the HRA is an underspend £168k.** This compares favourably with the annual vacancy rate of £250k, which pro-rata to 30 June 2025 is a target of £62k.

c. Pay Awards – Further Pay Inflation Pressure

The original salary budgets for 2025/26 were calculated with an assumption of a 3% uplift for the pay award. On 24 April 2025, the National Employers made an offer for 2025/26 pay award 3.2% uplift on all NJC pay points from 2 to 43 (equivalent to the Broxtowe local Grade 2 (SCP 12) through to Grade 15 (SCP 74). This pay award has now been agreed and is set to be paid in August.

The pay award will have an impact on the Council's budgets. A re-working of the salary budget model used for the 2025/26 base budget shows that the overall impact on the budget for the full year would be around £44k.

3. Income Budgets

The position to 30 June 2025 in respect of the most significant variable income budgets is as follows:

Income	Annual Budget £'000	Income to 30/06/25 £'000	Latest Projection £'000	Projected Variance £'000
Planning Fees	(475)	(358)	(525)	(50)
Pre-Planning and History Fees	(25)	(7)	(25)	-
Industrial Units Rents	(152)	(124)	(152)	-
Craft Centre Complex Rents	(35)	(15)	(35)	-
Garden Waste Income	(1,080)	(1,025)	(1,060)	20
Trade Refuse Income	(650)	(483)	(620)	30
Recycling Credits - Glass	(140)	(6)	(130)	10
Sale of Glass	(85)	(22)	(85)	-
Sale of Wheeled Bins	(30)	(12)	(30)	-
Special Collections Income	(60)	(22)	(60)	-
Car Parking Income	(420)	(111)	(420)	-
Off-Street Penalty Charge Notices	(25)	(2)	(25)	-
Cemeteries	(243)	(54)	(243)	-
Parks - Beeston, Stapleford, Eastwood	(59)	(28)	(28)	-

Income	Annual Budget £'000	Income to 30/06/25 £'000	Latest Projection £'000	Projected Variance £'000
Miscellaneous Legal Charges	(15)	(8)	(15)	-
Land Charges Income	(40)	(15)	(40)	-
Licensing Income	(110)	(35)	(110)	-
Interest on Investments	(390)	-	(450)	(60)
Beeston Square Rents	(908)	(419)	(908)	-
General Properties Rents	(75)	(8)	(75)	-
<b>Total</b>	<b>(5,017)</b>	<b>(2,754)</b>	<b>(5,067)</b>	<b>(50)</b>

The current projection is for net **increased** income of £50k.

### Notes

**The status relates to income billed rather than wholly collected income.** Most of the current annual projections are pro-rata based upon activity to 30 June 2025 and these forecasts will be further refined as the financial year develops.

- i) Planning Fees income was lower in 2024/25 compared to 2022/23 where larger schemes that took place which resulted in an over-achievement of income. The Council has already received four significant fees in 2025/26 which has provided a boost to income budgets. This demonstrates the potential volatility with income from planning fees being skewed towards the larger development schemes.
- ii) Income for industrial unit rents will be adjusted at year end as tenants are billed in advance (i.e. accruals and provision for non-payments). Limited vacancies. Rent abatements for units at High Hazels Court agreed until necessary roof repairs can be resolved.
- iii) Garden Waste income only increased by 2.9% compared to June 2024, which is less than the 4.6% increase on fees. This is partly due to a reduction of around 400 subscribers. Trade refuse income is down due to losing some businesses that have ceased trading. Glass income had risen in 2024/25 due to a significant increase in the price per tonne of glass from January 2024, but this price has since reduced, and future forecasts may need to be revisited. Recycling credits income for glass is also expected to be lower than budgeted, although income from wheeled bins and special collections remains steady.
- iv) Car Parking income from pay and display was marginally lower than Q1 2024, which has been offset by income from permit sales increasing.
- v) Income from off-street parking Penalty Charge Notice (PCN) is received from Nottinghamshire County Council at the end of the financial year. The services of an external enforcement officer had been acquired for an evening patrol over four weeks. The income from the additional 120 PCN issued by this enforcement activity is not yet reflected here.

- vi) Cemeteries income is broadly in line with budget forecasts although grave purchases are currently below forecasts.
- vii) Parks income received to date is looking healthy especially at Stapleford Parks.
- viii) Legal Services are permitted to charge when instructed on certain matters, with the level of income being dependent on the number of instructions received. The service achieved over its fee target for 2024/25 and looks to be 40% higher than this time last year.
- ix) With the migration of the local Land Charges service, the income target for the year is still expected to be achieved.
- x) Licencing income is anticipated to be broadly in line with budgets.
- xi) Actual interest from long-term investments is fully transferred out of the interest holding account at the financial year end. Interest received over the three months stands at £178k. The overall benefit will be shared with HRA through the 'Item 8 Calculation' which is completed at the financial year-end.
- xii) Beeston Square Rent is made up of income from both phases and includes allowances for vacant units.
- xiii) General property rents will be reallocated to different property types into their respective cost centres for clarity. Some of the tenants are charged on an annual basis and bills will be sent later.

#### 4. Capital Programme

Capital expenditure to 30 June 2025 is summarised as follows:

	Approved Budget 2025/26 £'000	Actual Spend to 30/06/25 £'000	Proportion of Budget Spent
General Fund (GF)	6,678	768	11%
GF – Stapleford Towns Fund	14,837	1,742	12%
GF – Kimberley Means Business	12,886	1,501	12%
GF – UK Shared Prosperity Fund	764	-	0%
Housing Revenue Account (HRA)	11,135	1,592	14%
Housing Delivery Plan (HRA)	17,200	5,777	34%
<b>TOTAL</b>	<b>63,500</b>	<b>11,380</b>	<b>18%</b>
Add: Reserve List	2,472		
<b>Total Capital Programme</b>	<b>65,982</b>		

The table includes all capital schemes brought forward from 2024/25, approved by Cabinet on 1 July 2025, in addition to any other budget changes made up to 30 June 2025. No account has been taken of any invoices received but not yet paid or work that has taken place but where no invoices have yet been received.

The Reserve List includes schemes totalling £2.472m for which the approval to proceed will be granted once a source of funding has been identified.

The most significant schemes with regards to spend are as follows:

<b>Scheme</b>	<b>Budget 2025/26 £'000</b>	<b>Spend to 30/06/25 £'000</b>	<b>Comments</b>
<b>General Fund</b>			
Disabled Facilities Grants	1,390	212	Ongoing with further grants committed.
Replacement Vehicles and Plant	1,229	-	Orders raised for vehicles in replacement programme.
Implementation of Food Waste Collection	831	9	Round review progressing. Some concerns over vehicle prices and delivery times given that authorities are competing with similar deadlines.
Pride in Parks	191	12	Schemes in progress
Chilwell Quarry Stabilisation Works	290	-	Works ongoing with first phase of tree removal progressing. Ongoing maintenance regime to be established.
Stapleford Cemetery Extension	150	-	Scheme delayed
Refurbishment of Brinsley Headstocks	192	-	Finding an additional unmapped shaft has led to project delays. Aim for project still to be completed by April 2026.
Crematorium - Cremator Replacement/Associated Works	610	298	Project set to complete by August 2025. Costs shared with Erewash BC.
New Bramcote Leisure Centre – RIBA Stage 4	131	69	In progress.
Bramcote Leisure Centre Building Conditions Repair	153	10	In progress. Asbestos work in Plant Room commissioned, with orders raised for roofing works.
Gym Equipment Replacement	120	-	In progress for Hickings Lane Community Pavilion.

<b>Scheme</b>	<b>Budget 2025/26 £'000</b>	<b>Spend to 30/06/25 £'000</b>	<b>Comments</b>
Beeston Square Phase 2 Unit 4 Fitting Out Works	150	-	Fitting out works to commence to long term vacant unit to encourage offers
ICT Replacement and Development Programme	154	21	Replacement of all laptops and desktops completed for 2025/26. Remaining budget being used for a new backup solution, gas suppression for comms room, tablet and mobile development across service areas, especially Housing.
ICT Technical Infrastructure Architecture	215	-	Budget for new Core and Edge switch infrastructure. Work due to start and be completed by Q4. New WAN links to be introduced at remote sites and additional infrastructure for business continuity purposes.
ICT E-facilities Initiatives	60	1	Budget to introduce new digital systems to promote self-service, automation, Gen AI, system integration.
ICT Revenues System	47	47	Upgrade work started and to be completed in Q3.
ICT Financial Management System	77	77	Upgrade work started and to be completed in Q3.
<b>Stapleford Towns Fund</b>			
STF – Community Pavilion	4,166	1,652	On track with both project delivery and budget.
STF – Town Centre Traffic Management ‘Street Improvement Scheme’	2,352	46	Risks on project delivery within timeframes. Decision to find alternative contractor to enable the works to be completed. Project scaled back to budget but continues to meet defined outcomes.
STF – Cycle Network ‘Active Travel/Associated Infrastructure’	3,672	16	Risks on project delivery within timeframes. One element still requires NCC involvement due to being on the highway.
STF – Town Centre Enterprise Management ‘Pencil Works’	3,780	28	Contract signed and working through issues to enable the mobilisation on the site.

<b>Scheme</b>	<b>Budget 2025/26 £'000</b>	<b>Spend to 30/06/25 £'000</b>	<b>Comments</b>
STF – Skills and Education Facility Improvements	597	-	Project completed; final accounts awaited.
<b>Kimberley Means Business</b>			
Kimberley Means Business	12,886	See below	In progress with budget allocated across project strands.
KMB – Bennerley Viaduct Project	Included above	359	Ongoing contractual discussions following second ramp failure. Remedial work began 14 July with completion by October.
KMB – Cycle Routes	Included above	131	Active Travel routes scaled back with funding reassigned to other KMB projects as agreed with Strategic Board.
KMB – Industrial Units	Included above	761	Contracts now signed for Bennerley Industrial Units with work due to begin July 2025.
KMB – New Sports Facility	Included above	61	New sports facilities identified in Swingate with new Pavilion for Kimberley Miners Welfare FC
KMB – Business Grants	Included above	31	All grants issued with match funding reached. Consideration of further round of funding with small budget remaining.
KMB - Kimberley Laser Light Show	Included above	113	Wider Streetscape project largely completed with light shows having taken place and improvements to areas such as Toll Bar Square well received
KMB – Kimberley Hub	Included above	44	Demolition completed. Build to begin on new Hub by 31 July. Overbudget but funding diverted from Active Travel.
<b>UKSPF</b>			
UK Shared Prosperity Fund – Capital Schemes	764	39	Schemes in progress.
<b>Housing Revenue Account (HRA)</b>			
Heating Replacement and Energy Efficiency Works	762	164	In progress.
Housing Modernisation Programme	1,645	158	Work is underway; no concerns.

<b>Scheme</b>	<b>Budget 2025/26 £'000</b>	<b>Spend to 30/06/25 £'000</b>	<b>Comments</b>
Social Housing Decarbonisation	1,963	51	In progress with no concerns.
Aids and Adaptations – Disabled Persons	425	120	In progress with no concerns.
External Decoration, Pre-Paint Repairs, Soffit/Fascia Renewal	120	11	In progress.
Fire Safety Assessment and Remedial Works	2,066	87	In progress.
Window and Door Replacement	525	100	In progress.
Structural Remedial Repairs	150	12	In progress.
Major Relets	130	-	In progress
Asbestos Surveys and Remedial Works	620	6	In progress.
Speech Call Units and Lifeline services	120	1	Project progressing well.
Estate Impact/Decent Neighbourhood	1,460	120	Pilot at Ribblesdale Court being scoped.
<b>Housing Delivery Plan</b>			
Acquisition of Properties	1,400	766	In progress. Further opportunities expected to progress to completion
Property Acquisition and New Build – Pamela Cottage	644	-	Initial feasibility undertaken. Detailed design and tenders will be required if proceeding. Two accessible bungalow options being considered initially.
Property Acquisition – Hall Drive Chilwell	2,970	3,357	Main refurbishment works completed. Minor outstanding works required to phone entry intercom system on three properties requires tendering.
Housing Development Land Acquisition – Eastwood	800	-	In progress.
Property Acquisition – Nottingham Road, Eastwood	1,245	-	In progress.
New Build Housing Feasibility Costs	350	-	In progress.
New Build – Farm Cottage	892	187	Scheme underway.



<b>Scheme</b>	<b>Budget 2025/26 £'000</b>	<b>Spend to 30/06/25 £'000</b>	<b>Comments</b>
New Build – Inham Nook Development	2,427	381	Scheme ongoing. 15 properties completed June 2025; handed over to Housing for letting.
New Build – Chilwell Garage Sites	1,506	4	Scheme nearing completion
New Build – Watnall Garage Sites	1,385	-	Scheme progressing on site. Demolition completed in June
New Build – Land at Crematorium	2,073	857	Scheme involving sale of land and subsequent land purchase and building agreement for 51 new homes. Phase 1 and 2 Golden Brick stage achieved and progressing well on site. Estimated completion of phases 1 and 2 is August 2026.
New Build – Field Farm	1,011	-	Scheme in progress; last phase due to complete July 2025.

\* Budget figures include all approved changes up to 30 June 2025 and capital budgets brought forward from 2024/25 (approved by Cabinet on 1 July 2025). Subsequent budget changes will be reflected in the Q2 report.

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## **Report of the Portfolio Holders for Economic Development and Asset Management, and Housing**

### **Change Delivery Manager Recruitment**

#### **1. Purpose of Report**

To seek Cabinet approval for the conversion of the existing Change Delivery Manager role, currently within the establishment as a two-year fixed term post into a full-time permanent position.

#### **2. Recommendation**

**Cabinet is asked to RESOLVE that the current fixed term Change Delivery Manager post, within the Asset Management and Development service, is converted into a permanent established role, at a Grade 13, plus a market supplement to be reviewed biennially in accordance with the market supplement policy**

#### **3. Detail**

Following approval by Cabinet on 9 January 2024, the appointment of a Change Deliver Manager role, within the Asset Management and Development service, but with a requirement to support Housing Management colleagues, was undertaken, on a two-year fixed-term contract.

The role has provided vital additional capacity to lead a number of key strategic and operational pieces of work, including:

- The delivery of a Housing Repairs Scheduling and Asset Management System (implementation pending final sign off).
- A full review of all key policies within the Housing Repairs service area, including recharges.
- Co-ordination and production of the 2025-2030 Asset Management Strategy and Housing Delivery Plan
- Ongoing review of Kimberley Depot Stores (to be completed in November 2025).
- Establishment of a revised performance management framework for Housing Repairs.
- Implementation of the HQN Mock Audit recommendations to ensure the Council is prepared for the Social Housing Regulator.
- Co-ordination of key Asset Management and Development and Housing Management work streams, including supporting the Housing Improvement Board and the Asset Management and Repairs Steering Group.
- Full refresh of the Asset Management and Development risk assessment suite.

- Amendment and relaunch of the Asset Management and Development performance management system.

The role has developed into an essential vehicle to allow a co-operative and collaborative working relationship between Asset Management and Development and Housing Management, which is essential in delivering a good quality Housing service to customers. Many of the projects above are in the advanced stages of being delivered/implemented, and it is important that consistency is ensured for successful outcomes to be realised. Projects which are as fundamental to the ongoing improvement of the overall Housing service, such as the delivery of ICT systems, need to be protected, both in terms of the initial implementation exercise, and post-delivery support and development, to ensure the full positive impact of the investment can be felt.

The outcomes of the HQN Mock Inspection highlighted ongoing data management challenges for the Council, which will need to be addressed, both through the use of ICT systems, but also with staff training, some cultural change in terms of how things are done within the delivery process, and supported by coherent and up to date policy and procedural documentation. This role will continue to support and deliver all of these key areas of service improvement beyond the fixed-term contract duration presently on the establishment, and will be an important focal point from which the authority can continue to develop and improve its service to both customers of the Housing service and residents of the Borough.

#### 4. Key Decision

This report is not a key decision.

#### 5. Updates from Scrutiny

This report is not required to be considered by the Policy Overview Working Group or the Overview and Scrutiny Committee.

#### 6. Financial Implications

The comments from the Assistant Director Finance Services were as follows:

The total cost the Change Delivery Manager post at Grade 13 is around £65,150 (including oncosts) with an annual salary of £49,287. The inclusion of a market supplement to maintain the salary at the existing £59,900, would require a total budget of £79,500 including oncosts.

Most of this cost would fall upon the Housing Revenue Account (HRA), with the cost being recharged as follows:

- HRA Capital 40% for the Asset Management and Development service.
- HRA Revenue 40% for the Housing Repairs and Compliance service.

- General Fund 20% for non-housing estate and commercial properties.

Whilst it is proposed that part of the funding for this role will come from the Capital Programme, through the capital salaries recharges, any associated increase in prudential borrowing costs for the Housing Capital Programme will ultimately be met from the HRA.

7. Legal Implications

The comments from the Head of Legal Services were as follows:

Whilst there are no direct legal implications that arise from this report, it is important that this recruitment process is in accordance with the Council's Recruitment and Selection policy as well as the Market Supplement Policy.

8. Human Resources Implications

The comments from the Human Resources Manager were as follows:

HR support the proposals.

9. Union Comments

The Union comments were as follows:

Unison support this proposal for making the Change Manager role permanent.

10. Climate Change Implications

Not applicable.

11. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

12. Equality Impact Assessment

As this is not a change to policy or a new policy, an equality impact assessment is not required.

13. Background Papers

Nil.

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## **Report of the Portfolio Holders for Economic Development and Asset Management, and Housing**

### **Housing and Asset Management Service Improvement Plan - Update**

#### **1. Purpose of Report**

To update Cabinet on the progress of activities aligned to the Housing and Asset Management Service Improvement Plan in accordance with the Council's Corporate Priority of Housing – a good quality home for everyone.

#### **2. Recommendation**

**Cabinet is asked to NOTE the update of the Housing and Asset Management Service Improvement Plan.**

#### **3. Detail**

Following a recommendation of a Local Government Association Peer Review at the end of 2022, a Housing Improvement board was established containing all Members of the General Management Team, the Heads of Service for Asset Management and Development and Housing Management, the Assistant Director for Democratic Services and the Complaints Officer. This led to the creation of an Action Plan, which, following the recruitment of a Change Delivery Manager, evolved into a Service Improvement Plan in 2024, which identified various projects and activities designed to enhance service delivery for our tenants. This plan has developed over the last 12 months as activities have been completed, and new projects have come on-stream.

The **Appendix** gives a detailed summary of progress aligned to the Service Improvement Plan and the next phase of project delivery following feedback from a Housing Quality Network (HQN) mock inspection.

#### **4. Key Decision**

This report is not a key decision.

#### **5. Updates from Scrutiny**

This report is not required to be considered by the Policy Overview Working Group or the Overview and Scrutiny Committee.

#### **6. Financial Implications**

The comments from the Assistant Director Finance Services were as follows:

There are no additional financial implications for the Council to consider at this stage with cost of activities being contained within existing approved budgets. Any significant budget implications in the future, over and above virement limits, would require approval by Cabinet.

7. Legal Implications

The comments from the Head of Legal Services were as follows:

Whilst there is no legal requirement for the Council to have a Housing & Asset Management Improvement Plan it does provide oversight in ensuring implementation of the Housing & Asset Management Strategy Framework.

There are a number of legal requirements that impact on the management, maintenance and improvement of the Council's housing assets and the Council must be fully compliant with all statutory requirements, including the Landlord and Tenant Act 1985, the Homes (Fitness for Human Habitation) Act 2018, Gas Safety (Installation and Use) Regulations 1998, the Decent Homes Standard, the Building Safety Act 2022, the Fire Safety Act 2021, the Regulatory Reform (Fire Safety) Order 2005, the Fire Safety (England) Regulations 2022 and the Social Housing (Regulation) Act 2023. The Housing & Asset Improvement Plan sets out a strategic framework within which the Council will manage, maintain and invest in the Council's housing assets in compliance with its statutory obligations.

8. Human Resources Implications

No comments

9. Union Comments

There are no union comments on this report.

10. Climate Change Implications

The climate change implications are contained within the report.

11. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

12. Equality Impact Assessment

As this is not a change to or a new policy an equality impact assessment is not required.



13. Background Papers

Nil.

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## Appendix

## Housing and Asset Management Service Improvement Plan – update

A Service Improvement Plan was created in 2024, evolving from a previous Action Plan, and highlighted various projects and activities designed to enhance service delivery for our tenants. This plan has developed over the last 12 months as activities have been completed, and new projects have come on stream.

Below is a summary of the completed activities and an overview of the next phase of project delivery. The improvement achievements have been categorised as follows;

### Strategy Framework

- **Housing Strategy:** Approved by Cabinet in February 2025, this refresh focusses on bringing together priorities outlined in the Corporate Plan with other strategies covering Housing Services, and looks at the national and local context against a backdrop of fundamental change both nationally and locally.
- **Asset Management Strategy compass:** Approved by Cabinet in July 2025, this highlights the framework setting out how we will plan to fully utilise assets held within the Housing Revenue Account (HRA), how all Council housing will achieve the Decent Homes Standard and how all dwellings are to meet climate standards.
- **Housing Delivery Plan:** Approved by Cabinet in July 2025, this details the recent achievements with regards to adding to the HRA housing stock (including delivering 57 more units than our initial targets over the past three years), the methodology for how the Council will build or acquire more housing going forward and the risks associated with this.

### Additional Capacity

There has been significant recruitment drive over the last 12 months to ensure key personnel are in place to improve service delivery. This includes;

- **Operatives:** Our direct labour force has been increased by 20FTE, which enables more repairs to be completed by in-house staff. This reduces the reliance on contractors and has given more control of scheduling. The recruitment drive focussed on multi-skill operatives, giving the scheduling team more flexibility when planning work and reducing the need for repeat visits. Since the recruitment of more operatives, our customer satisfaction levels have improved, including;
  - Satisfaction on the time taken to complete a repair has increased from 63% to 72%
  - overall satisfaction with the repairs services has increased from 71% to 74%
- **Multi-skilled team Leaders:** two operatives were promoted into these new positions in 2024, which has provided more supervision on the front line and created a useful link back to head office on gaps in performance delivery.
- **Assistant Director Asset Management and Development:** Joined in late 2024, leads the Asset Management team, providing direction to the team with regards

to planned maintenance programmes, Decent Homes Standards, elements of compliance and the development of new properties.

- **Capital Works Manager:** Joined in late 2024, manages the Capital Works team to provide efficient and effective council housing and public building safety and improvement services. This includes the oversight of compliance aligned to Fire Risk Assessments (FRA) and asbestos.
- **Compliance Assurance Officer:** Joined in July 2025, supports the Capital Works Manager in ensuring all council properties (HRA and General Fund) are fully compliant with all Health and Safety requirements aligned to FRA and asbestos as specified in relevant legislation.
- **Change Delivery Manager:** Joined in 2024, supports teams to improve service delivery.
- **Housing Performance Manager:** Internally promoted in 2024, leads on the collection, collation, verification and analysis of data from a range of diverse sources to support operational and strategic decision making.
- **Asset Systems and Data Officer:** Joined in 2024, manages and reports on the Councils assets to enable programme and business planning of our 30-year investment.
- **Technical Administrator:** Joined in 2024, provides support to management on the day-to-day administration of disrepair and damp and mould.
- **Housing Complaints Officer:** Joined in July 2025, has been recruited to support our journey in developing an open approach to complaints handling, driving forward analysis of complaints data and developing a lessons-learnt approach that will help transform services and improve customer satisfaction.
- **Senior Inspector - Damp & Mould:** Joining us in August 2025, will be focussing on ensuring the principles within the refreshed Damp & Mould policy are adhered to.
- **Tenant Data Collation Officer:** A temporary post has been created to identify and complete gaps in our data within the housing management system. This will enable us to more effectively capture tenants' preferences for contact, in addition to any disabilities or language assistance they require to effectively access our services.
- **Senior Asset Project Officer:** Will be joining us in September to focus on capital works projects, which includes Decent Homes, compliance and any special projects (e.g. the quarry and Bramcote leisure centre).
- **Head of Health and Safety, Compliance and Emergency Planning:** was recruited to this new Head of Service Role, replacing a Health Safety and emergency Planning Officer position. The team was further strengthened with the addition of two additional officers to augment the section and strengthen the council's ability to ensure full Health and Safety compliance across the Housing and General fund estate.

## Systems

Investment has been made to improve our systems that enable colleagues to provide a better service to our tenants. This includes;

- **Landis telephony platform:** this was introduced in April 2025 and provides invaluable management insight on call activity, including waiting times, abandonment rates and call duration. Managers can now move resource to improve service delivery during peak periods and, through the ability to listen to calls, and resolve issues in real-time. Since the launch of Landis;
  - the average waiting time for a tenant call to be answered is currently 1 minute 27 seconds
  - the abandonment rate has reduced from 12% to 9% of calls
- **Total Mobile scheduling and Asset Management system:** Approved by Cabinet in July 2025, the team are preparing for the configuration, testing and cutover of this new system. Once launched, the system will enable;
  - Auto-scheduling of visits to the most suitable operatives based on resource / skill matching.
  - A web portal for all sub-contractors, removing the need to email and update through manual intervention.
  - A web portal for tenants, giving customers the opportunity to raise, reschedule and track repair appointments, instead of having to call the contact centre.
  - All H&S checks, such as FRA and asbestos to be completed, captured and reported.
  - Comprehensive coverage of stock condition data to support decision-making and develop proactive and predictive maintenance plans.
- **Risk Hub:** soon to be introduced, this will support FRA compliance across our stock. It enables real-time tracking of the FRA actions distributed to colleagues and external partners and will help to enhance our regulatory compliance efficiently.

## Policy, procedure and process

Alongside the recruitment drive and system investment, colleagues have been reviewing policies and procedures to remove waste and improve efficiency. This includes;

- **Disrepair process:** a review and refresh of the procedures to manage disrepair took place in September 2024. The review focussed on improving the robustness of claims response and the administration of live cases. Since the review, the number of live disrepair cases has dropped from over 100 to 22.
- **Recharges Policy:** Approved by Cabinet in May 2025, the revised policy sets out the refreshed criteria under which the Council may recharge the tenant or the leaseholder when remedial work is carried out, which has arisen following a breach of the Tenancy or Leaseholder Agreement. The team have initially focused on lock changes and void clearances to test process and procedure.
- **Damp and Mould Policy:** Also on this Cabinet agenda for final approval, the policy reflects the changes to legislation aligned to Awaab's Law, highlighting how

the Council will address all emergency and Damp and Mould hazards that present a significant risk of harm to tenants within fixed timeframes. Led by the new Senior Inspector, it is expected that Damp and Mould cases will be managed in a more proactive and preventative way.

- **Repairs Policy:** Soon to be shared with Cabinet, the purpose of this policy is to establish a clear, consistent, and tenant-focused framework for delivering a repairs service that protects the health, safety, and wellbeing of residents while maintaining the long-term integrity and value of the Council's housing assets. With the recent launch of the NATFED schedule of rates, the upcoming introduction of Total Mobile and actions implemented from the recent stores review, the expectation is that service delivery in this area will continue to improve over the coming months.
- **Complaints:** The Complaints Panel consisting of tenants and leaseholders meets quarterly to discuss complaint handling. The new Housing Complaints Officer will be providing analysis and insight to the Panel and Managers, ensuring that learning points are actioned.
- **Tenant Engagement:** The established Housing Influence Panel goes from strength to strength, providing useful feedback on refreshed policies, holding senior managers to account and being the Voice of the Customer for other tenants. Also, an engagement framework is soon to be launched which will identify all the ways in which we communicate with tenants and how we are to remove barriers to improve engagement.

## Compliance

Although there is still work to do in this area, a significant amount of action has been implemented to improve our position on the 'big 6' compliance areas, including;

- **Gas Servicing:** to improve assurance, a daily report has been created that highlights any properties that may potentially go out of compliance. This enables the team to focus on these properties to gain access quickly. The Compliance Manager continues to work closely with our legal team to help when access has become difficult. Since April 2025 all properties are 100% compliant.
- **Electrical testing:** The team have been working hard to communicate with tenants about the importance of gaining access to complete the tests. Learning from Gas Servicing, daily reports have been created and the close liaison with legal has helped. We are now at 97% compliance, compared to 84% last year. Re-wires are now predominantly delivered through the void process to minimise disruption to our tenants.
- **Asbestos:** we have been focussing closely on our statutory duty of ensuring all communal areas within our Independent Living Schemes have been surveyed (with any high-risk issues mitigated). To improve good practice (non-statutory), we are working with contractors to increase the number of surveys in our dwellings and mitigate any high-risk issues. Approximately 22% of dwellings have been surveyed, an increase of 8% over the last six months. Any intrusive work via our capital works programme has a Refurbishment and Demolition survey completed beforehand. All surveys are entered onto the asbestos register, held with our partners at MCP (the aspiration is to move the register onto Total Mobile). We are also reviewing the information captured in the Housing

Management System to ensure operatives have up-to-date asbestos data aligned to each repair job. All relevant staff have been programmed into annual refresher training on asbestos awareness and safe working practices. We are also at the final stages of sending communications to our tenants regarding asbestos awareness.

- **Fire Safety Management:** colleagues continue to work with our contractors to ensure all FRAs are completed and remedial actions implemented. 100% of the Council Housing stock has a risk assessment in place. Our partner, Savills, have been tasked with reviewing all FRAs across the stock and will complete this by the end of October. We are soon to launch Risk Hub, which will enable real-time tracking of the FRA actions distributed to colleagues and commissioned to external partners and will help to enhance our regulatory compliance efficiently. We have also recruited McConnells to complete remedial action.
- **Legionella:** weekly, monthly and annual testing continues within our statutory blocks, with all sites having a relevant risk assessment in place. A programme of works has been developed and implemented to address the remedial actions highlighted. Over 70% of these actions have now been completed. The remaining actions have been allocated to our contractor for completion.
- **Lift Operations and Lifting Equipment Regulations:** Each asset has a 6-monthly / annual service inspection, with any corrective actions allocated to our contractor. 100% compliance has been achieved. A replacement schedule is now in place, with two lift refurbishments completed recently. These replacements / refurbishments will be completed in good time.
- **Decent Homes Survey:** A full decent homes survey was commissioned in 2024, with half the stock surveyed in 2024, and the remaining surveys due to be completed in 2025/6 to ensure data on stock quality is accurate and up to date at individual property level and any defects are programmed for remedial action.

Finally, all colleagues are working closely with Tuesday Hanley, our Head of Health, Safety, Compliance and Emergency Planning to learn from and improve process following assurance checks being implemented. Tuesday has also helped to refresh a number of cross-cutting risk assessments aligned to repairs and asset management.

## Next steps

A refreshed Service Improvement Plan has been created in-light of the recent feedback from the Housing Quality Network mock inspection. The table below gives an overview of the actions to improve service delivery further.

<b>RSH STANDARD</b>	<b>OUTCOME REQUIRED</b>	<b>ACTION</b>	<b>Priority</b>	<b>Target Date</b>
Safety & Quality (S&Q)	Health & Safety Compliance	Review of the governance and associated structure aligned to compliance.	HIGH	August
S&Q	Health & Safety Compliance	Development and implementation of a written and clear interim action plan to resolve the issues in areas not yet achieving full compliance (e.g. FRA action implementation , full electrical compliance and Asbestos survey completion ).	HIGH	August
ALL	Accurate record-keeping / Knowledge and Information Management (KIM)	Review of the governance, structure procedures and quality assurance testing aligned to record-keeping / KIM	HIGH	December
ALL	Accurate record-keeping (KIM)	Development and implementation of a written and clear action plan to resolve the issues aligned to KIM	HIGH	December
S&Q	Governance & Accountability	Strengthen the scrutiny of Housing, Repairs and Asset Management performance.	HIGH	December
S&Q	Repairs and Maintenance	Ensure the Damp and Mould policy is fully resourced to enable all desired action aligned to Awaab's Law.	HIGH	October
ALL	Documentation	Utilising the Housing Quality Network document list, compile a matrix of key service documents, and ensure all are up-to-date, regularly reviewed and easy to identify when required.	HIGH	October
S&Q	Stock Quality	Development and implementation of a written and clear interim action plan to resolve the issues aligned to Stock Condition Surveys.	HIGH	December
ALL	Governance & Accountability	Implementation of Total Mobile software system.	HIGH	March



S&Q	Governance & Accountability	Offer Cabinet members training on Regulator and Health & Safety responsibilities	MEDIUM	December
S&Q	Stock Quality	Continue with the development of the 2025-2030 asset management strategy. Developed from and aligned to the stock condition survey and the future investment program.	MEDIUM	September
S&Q	Stock Quality	Clearly demonstrate that the current indicative future investment program and the more accurate program developed from the full stock condition survey is deliverable within the financial constraints of the HRA.	MEDIUM	September
S&Q	Stock Quality	Develop a clear and evidenced plan and program to achieve EPC band C by 2030, ensuring that this can be fully funded under the HRA business plan	MEDIUM	December
S&Q	Repairs and Maintenance	Re-draft of the Repairs Policy, ensuring consistency in delivery (from the customer's perspective). Policy to ensure; <ul style="list-style-type: none"> <li>Repair standards are communicated and complied with (inc time taken to respond, messaging to confirm appointments, reminders, etc).</li> <li>both the Repairs policy and relevant processes within Asset Management align, support and compliment (one part of a cohesive service)</li> </ul>	MEDIUM	December (on-going)
S&Q	Housing Adaptations Service	Review the service– agree clear service measures with tenants, implement and monitor service delivery	MEDIUM	March
ALL	Clear Strategic Direction	Ensure the housing strategy is fully adopted, including actions for meeting standards in Council Homes and Allocations / Lettings  Identify any other strategies required and develop a plan to create these.	MEDIUM	March

ALL	Effective Staff	Development and implementation a strategy and action plan to improve staff engagement and good working culture. .	MEDIUM	December
Transparency, Influence and Accountability (TIA)	Complaints	Utilising the new Complaints Officer, improve performance in responding to complaints on time. Consider; <ul style="list-style-type: none"> <li>· introducing a triage process so that the really urgent / pressing complaints are managed first</li> <li>· increasing accountability for staff involved</li> <li>· use of phone calls at start of complaint journey to help speed up resolution</li> <li>· shorter, more personal responses taking accountability</li> </ul>	MEDIUM	December
TIA	Complaints	Improve the current system of identifying and recording learning from complaints.	MEDIUM	December
TIA	Household Data	Develop a clear plan for collection and use of tenant data and ensure there is a tested process so that any changes required to Capita are easily implemented in a timely way.	MEDIUM	March
Neighbourhoods & Community (N&C)	Neighbourhoods	Develop the current system of estate walkabouts – ensuring there is; <ul style="list-style-type: none"> <li>· a regular schedule in place</li> <li>· monitoring of attendance and issues identified/ follow up actions delivered</li> <li>· a clear and tested process so that any changes required to Capita are easily updated</li> <li>· good publicity captured and shared</li> </ul> <p>Build on and develop cross section working with Community Safety, Environment and Environmental Health to improve the safety, cleanliness and environmental quality of neighbourhoods.</p>	MEDIUM	March

Tenancy	Service Standards	Develop a clear lettable property standard, and publish it for tenants	MEDIUM	March
ALL	Policies	Create a definitive list of policies that either need updating or creating and... <ul style="list-style-type: none"> <li>Rank the list in order of risk</li> <li>create an action plan to deliver</li> <li>(Review and ensure signed off up-to-date policies are in place for all key service areas including: H&amp;S compliance, repairs, lettings, etc).</li> </ul>	low	December
ALL	Policies	Ensure the policy review process is implemented so that policies are reviewed every 3 years and updated/ readopted/ replaced as required. Process to include tenant engagement on changes	low	December
ALL	Procedures	Create a definitive list of procedures that either need updating or creating. <ul style="list-style-type: none"> <li>Rank the list in order of risk</li> <li>create an action plan to deliver</li> <li>(Review and ensure signed off up-to-date procedures are in place for all key service areas including H&amp;S compliance, repairs, lettings, etc).</li> </ul>	low	December
Tenancy	Service Delivery	Improve management of void properties – to support providing homes to more people (considering the recommendations from Tenant Influence Panel review)	low	March
Tenancy	Tenancy Support	For learning purposes, consider introducing an annual report on tenancy outcomes (sustainability), identifying; <ul style="list-style-type: none"> <li>number of evictions / not evicted but bailiff stage</li> <li>number tenancies that are failing</li> <li>Introductory tenancies that are subsequently abandoned</li> </ul>	low	March
Tenancy	Right-sizing	Consider reporting on numbers of tenants who are overcrowded or under-occupying (by more than one room) to support work in	low	March

		right-sizing and meeting tenants' needs		
TIA	Tenant Engagement	Agree a schedule of priority areas for involved tenants to review	low	October (ongoing)
N&C	Neighbourhoods	Work with Housing Influence Panel to continue to develop / review existing or create new service standards e.g for lettings, neighbourhoods	Low	March

## **Report of the Portfolio Holder for Housing**

### **Damp and Mould Policy - Revision**

#### **1. Purpose of Report**

The Damp and Mould Policy has been amended in preparation for the introduction of Awaab's Law, which will enable the Council to improve on its service delivery in accordance with the Council's Corporate Priority of Housing – a good quality home for everyone.

#### **2. Recommendation**

**Cabinet is asked to RESOLVE that the revised Damp and Mould Policy be approved.**

#### **3. Detail**

Awaab's Law will come into force for the social rented sector from 27 October 2025. From this point social landlords will have to address all emergency hazards and all damp and mould hazards that present a significant risk of harm to tenants to fixed timeframes.

The revised policy describes how the Council will manage Damp and Mould in line with the introduction of Awaab's Law.

Please note, due to the significant amendments to the existing policy, a change table has not been created.

#### **4. Key Decision**

This report is a key decision as defined under Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. It will be significant in terms of its effects on communities living or working in an area comprising two or more Wards or electoral divisions in the Council's area. Updates from Scrutiny

This applies where a policy has been through pre-scrutiny or Policy Overview Working Group.

#### **5. Financial Implications**

The comments from the Head of Finance Services were as follows:

There are no additional financial implications for the Council to consider at this stage with any costs being contained within existing budgets. Any significant budget implications going forward would be considered as part of the annual budget setting process and require approval by Cabinet.

**6. Legal Implications**

The comments from the Monitoring Officer / Head of Legal Services were as follows:

Clause 42 of the Social Housing (Regulation) Act 2023 (commonly known as 'Awaab's law') inserts into social housing tenancy agreements an implied term that will require social housing landlords to comply with new requirements to come into force on 27 October 2025. Awaab's law requires social housing landlords to repair certain hazards (including mould and damp) within prescribed timescales. If a social housing landlord fails to meet these prescribed timescales, then tenants will be able to take action against the landlord for breach of contract.

Further legal implications are within the Landlord and Tenant Act 1985 as amended by the Housing (Fitness for Human Habitation) Act which requires a property is fit for human habitation at the beginning of the tenancy and for the duration of the tenancy. Where a landlord fails to do so; the Tenant has the right to take action in the Courts against the Council for breach of contract on the grounds that the property is unfit for human habitation. To address this duty, the Council needs to have a planned maintenance programme with periodic inspections and an effective responsive repairs service. The Council's obligations as Landlord to repair and maintain Council properties are set out in the tenancy agreement. In addition, section 11 of the Landlord Tenant Act 1985 sets out the statutory obligations to ensure that the structure of homes is repaired and the repairs are carried out within a reasonable time.

**7. Human Resources Implications**

The comments from the Human Resources Manager were as follows:

Not applicable.

**8. Union Comments**

The Union comments were as follows:

Not applicable.

**9. Climate Change Implications**

The climate change implications are contained within the report.

**10. Data Protection Compliance Implications**

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

11. Equality Impact Assessment

As there have been substantial changes to the Policy an Equality Impact Assessment is included at **appendix 2**.

12. Background Papers

Nil

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# **DAMP AND MOULD POLICY**

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## **1. Scope**

The policy applies to all Council housing properties, both General Needs and Independent Living. The policy does not include temporary accommodation, as this is occupied under licence.

Reports received about properties not owned by the Council will be investigated by the Council's Private Sector Housing team.

This policy does not cover cladding work. This is because remediating unsafe cladding is usually a longer-term project, and not an emergency repair. Instead, the Council has legal duties to assess and manage fire safety risks at their buildings under the Regulatory Reform (Fire Safety Order) 2005.

This Policy is an overview and is to be read in conjunction with the Reports of Damp & Mould (D&M) procedure, which sets out the legal mandatory response timescales for completion of works and roles and responsibilities.

## **2. Purpose**

The policy reflects the changes to legislation aligned to Awaab's Law, meaning the Council will address all emergency hazards and all D&M hazards that present a significant risk of harm to tenants within fixed timeframes (as documented in this policy).

## **3. Aims and Objectives**

The Policy will:

- Ensure that reports of D&M are responded to promptly, and that the Council works pro-actively to identify issues
- Provide a safe and healthy home for our tenants and residents Ensure that the Council protects our assets from deterioration and damage resulting from D&M
- Comply with all relevant guidance, statutory requirements and good practice

## **4. Regulatory Code and Legal Framework**

The policy is aligned with the regulatory framework of the Regulator of Social Housing.

The recommendations from the Housing Ombudsman report 'Spotlight on D&M, It's not lifestyle' have also been considered.

Relevant legislation has been considered:

- Landlord and Tenant Act 1985
- Housing Health and Safety Rating System within the Housing Act 2004
- Decent Homes Guidance, particularly Section 5
- The Social Housing (Regulation) Act 2023 (Awaab's Law)
- The Hazards in Social Housing (Prescribed Requirements) (England) Regulations 2025

## 5. Principles to tackling D&M

### 5.1. Adhering to timeframes:

The Council is committed to ensuring full compliance with the timescales and obligations under Awaab's Law, which form part of the Social Housing (Regulation) Act 2023 and subsequent legislation. This includes:

- investigating any potential emergency hazards or significant hazards within the advised timeframes.
- undertaking relevant safety work, supplementary preventative work and/or further work within the advised timeframes.
- satisfactorily complete all works within a reasonable time period.
- securing the provision of suitable alternative accommodation for the household if relevant safety work cannot be completed within specified timeframes.
- keeping the named tenant updated throughout the process (including the provision of written summaries) and providing information on how to keep safe, within the advised timeframes.

### 5.2. Proactive and Responsive Approach

D&M will be managed as a separate function overseen by the Repairs and Compliance Manager, and supported by the Senior Inspector. These roles will be responsible for ensuring the approach within this policy is adhered to.

The Council will take a dual approach to tackling D&M;

- **Proactive Prevention:** Identifying and addressing the root causes of D&M before they result in harm.
- **Responsive Action:** Providing clear, timely and effective resolution when a potential hazard is reported or becomes aware of a potential D&M hazard

### 5.3. Partnership Working and Collaboration

Although led by repairs, it is recognised that addressing D&M is not solely the responsibility of any one team or organisation. The Council will:

- **Work collaboratively across internal departments and contractors,** including responsive repairs, tenancy management and asset management, to ensure consistent and joined-up service delivery.
- **Continue to engage with local health professionals,** on individual cases that require collaborative intervention
- **Consult with other Local Authorities and Registered Providers** to compare performance, share good practice and remain responsive to new guidance and innovation.

- **Adopt a whole-household approach**, considering the needs of children, older residents, and those with disabilities or long-term health conditions.

## **5.4. Data-Driven decision making**

Our focus on prevention will ensure we continue towards long-term, sustainable solutions that reduce risk and improve living conditions.

A wide range of data will be utilised to understand where D&M issues are most likely to occur. This includes (but is not limited to):

- Repairs history and disrepair claims
- Stock condition data
- Property archetypes and build types
- Socio-economic and vulnerability data linked to households
- Environmental risk indicators (e.g. ventilation, insulation performance)
- Customer complaints, surveys and feedback mechanisms

This data will be actively monitored to identify trends, high-risk property types, and emerging hotspots. It is envisaged that this data will be utilised to develop and implement targeted interventions to prevent D&M occurrence. This includes (but is not limited to):

- targeted inspections
- cyclical investment programmes
- enhanced ventilation installation projects
- targeted tenant education (n.b. support and advice will also be offered where behavioural changes can assist in managing condensation risks, but never as a substitute for remedies).

## **5.5. Proactive Inspections**

Proactive inspections will be carried out to spot issues early before being raised by the tenant. This will be completed in the following ways:

- Through our stock condition survey programme, with a focus on environmental hazards and internal damp indicators.
- As follow-up to routine visits by repairs operatives, housing officers and tenancy support teams.
- In response to data triggers, such as repeat repair requests, complaints or vulnerability flags.

Information from these inspections will be fed back into the data to support trend analysis.

## **5.6. Monitoring and Reporting**

Robust reporting mechanisms monitor how D&M is managed. These include:

- Key performance indicators (KPIs) on response times, resolution rates, and tenant satisfaction.
- Regular reporting to senior management and elected members (via Housing Improvement Board and Portfolio Holder meetings)

- Oversight by resident panels and scrutiny groups to ensure transparency and accountability.

## **5.7. Design, Maintenance and Planned Investment**

D&M prevention is to be embedded within the design, maintenance, and capital investment of our housing stock. This will include:

- Ensuring all new-build schemes comply with high standards of thermal efficiency, ventilation, and moisture control, aligned with our Design Guide.
- Incorporating D&M prevention within planned programmes, including kitchen and bathroom renewals, window and door replacements, insulation upgrades, and ventilation improvements. This includes the completion of damp surveys (where required) when programmes are being implemented
- Considering adopting whole-property solutions where persistent or systemic issues are identified, rather than isolated repairs.
- Ensuring any planned investment work does not have a detrimental impact on preventing D&M

## **5.8. Tenant Feedback and Engagement**

Our residents are critical partners in improving how D&M is tackled. We will:

- Work with the Tenant Influence Panel to review policy and service delivery.
- Collect post-repair feedback on D&M cases to evaluate effectiveness.
- Analyse complaints and disrepair claims to learn from service failure.
- Provide clear, accessible information on how to report D&M and what to expect.

We will be transparent with residents about the actions we are taking.

## 6. Responsive measures

While prevention is key, we recognise that the Council must be responsive when a potential hazard is reported (e.g. by a resident via phone, email and/or using an online form) or becomes aware of a potential hazard (e.g. by an inspection).

### 6.1. Hazard categorisation

- When a potential hazard has been reported (e.g. by a resident or inspection), an initial triage assessment will be completed to decide whether the issue is potentially an 'emergency', 'significant' or 'out of scope' (refer to appendix 1 for definition).
- This initial assessment will be completed by the technical administrator and will be a desktop exercise.
- Data and information will be utilised (for example, vulnerability of household members / any previous reports of D&M) to complete the initial assessment.
- **This initial assessment will be completed as soon as the potential hazard has been reported (day 0, which is the day on which we first receive a report of a potential D&M hazard and marks the start of all statutory timeframes)**

#### 6.1.1. Potential emergency

- If the initial assessment suggests that the hazard could be an emergency ) the Senior will immediately investigate the issue further.
- This further investigation may include (but is not inclusive of);
  - Communicating with the tenant
  - Reviewing further evidence – such as photographs, historical data and complaints
  - Instructing a qualified specialist to complete an assessment
- This further investigation will determine whether the hazard is an emergency or not.
- **This further investigation will be completed as soon as the potential hazard has been reported (day 0)**
- N.b. initial assessments and/or further investigations could be completed remotely (if relevant data is available). However, a physical visit must be scheduled if the tenant requests one.

#### 6.1.2. Actual emergency

- If the further investigation declares that the hazard is actually an emergency, then the Senior Inspector will work with the technical administrator to arrange for the completion of all relevant safety works (refer to appendix 1) and make the property safe.
- **This is to be completed within 24 hours of the potential hazard being reported (day 1)**
- if the property cannot be made safe within 24 hours, the Senior Inspector will offer suitable alternative accommodation until the required safety works are completed (refer to section 7.3)



- the Senior Inspector will also provide a written summary of the investigation and its findings **within 3 working days of the conclusion that the hazard is an emergency (if required)**
- N.b. if the above investigation confirms that it is not an emergency hazard but rather a significant hazard, the Senior Inspector will follow the process in section 6.1.4

### **6.1.3. Potential significant hazard**

- If the initial assessment states that the hazard could be a 'significant issue', the Senior Inspector will instigate a further investigation, which is to be **completed within 10 working days of the potential hazard being reported.**
- This investigation may include (but is not inclusive);
  - Communicating with the tenant
  - Reviewing further evidence – such as photographs such as photographs, historical data and complaints
  - Instructing a qualified specialist to complete an assessment

### **6.1.4. Actual significant hazard**

- If the further investigation confirms a significant hazard, the Senior Inspector will;
  - provide a written summary of the investigation and its findings to the resident **within 3 working days of the investigation conclusion**
  - complete relevant safety works and take steps to begin any further supplementary works (refer to appendix 1) to prevent the hazard from reoccurring.
  - **This will be completed within 5 working days of concluding the investigation**
  - where further supplementary works are required, but it is not possible to begin them within 5 working days, the landlord must start these as soon as reasonably practicable **and within 12 weeks of the investigating concluding**
- N.b. if the above investigation confirms an emergency hazard the Senior Inspector will follow the process in section 6.1.2

### **6.1.5. Out of scope**

There may be occurrences where an investigation identifies a significant or emergency hazard but there is no required work under Awaab's Law or the hazard is not in scope of Awaab's Law. For example, the hazard is due to a deficiency in neighbouring land for which the landlord is not responsible. In these cases the Council is not required under Awaab's Law to temporarily or permanently rehouse the tenants. However, the Council may have other legal and regulatory obligations in these circumstances, outside of Awaab's Law.

## **6.2. Post-Work Inspection**

A follow-up inspection will be conducted to confirm that the issue has been fully resolved and that no secondary issues (e.g. staining, redecorating) remain unaddressed. These post-work inspections will be carried at an appropriate stage to ensure the remedial work has had time to resolve the issue. Residents will be asked to provide feedback on the outcome, which will be monitored to identify recurring issues or service failings.

## **6.3. Access**

The Council will seek to obtain access to the property to investigate and/or complete relevant safety works as quickly as possible. Records of access attempts will be kept. The Senior Inspector will work with the tenant to arrange a suitable time to visit the property, offering a range of timeslots and considering the tenants' needs (e.g. their working pattern).

If there are challenges with gaining access, staff and/or contractors will leave the tenant a notice stating that an attempt was made and providing contact details to arrange an alternative slot.

If a tenant is unwilling or unable to provide access, legislation states that the Council should not be found in breach for missing the timeframes (especially with evidence that all reasonable steps to comply have been implemented).

Tenants are expected to actively engage with the Council to arrange a convenient appointment, and the Senior Inspector will ensure clear communication that any delays in gaining access may lead to delays in completing the necessary work.

## **6.4. Out of Hours**

If a report of D&M is received via the Council's out-of-hours (OOH) service and the issue is assessed as a potential emergency, the on-call team will follow the OOH emergency protocols to make the property safe. The case will be passed to the relevant team the next working day for further investigation and follow-up action.

## **6.5. Continuity of service**

To ensure continuity of service, especially in response to emergency or significant D&M cases, the Council will maintain trained staff coverage across all key roles. Colleagues will be cross-trained to manage DMC cases so that service delivery is not compromised by staff absence, annual leave, or unexpected resourcing pressures. This includes the ability to triage cases, communicate effectively with residents, and coordinate emergency responses in line with legal duties.

## **6.6. Reasonable Endeavours**

The Council will endeavour to ensure full compliance with relevant legislation. However, there may be occasions where there is a failure to comply with Awaab's Law requirements even if all reasonable steps have been taken, but it has not been possible for reasons genuinely beyond the Council's control. Examples (from the legislative guidance) include;

- Being unable to source specialist contractors or materials within the required timeframes, but has made reasonable efforts to do so.
- Not gaining building control approval from the Building Safety Regulator in time.
- not be able to gain access to the property to complete relevant safety works.
- Not be able to secure suitable alternative accommodation in time.
- Damage being the result of breach of contract by the tenant.

## **7. Tenant support**

### **7.1. Tenants with additional support needs**

Awaab's Law uses a person-centred approach; therefore, an assessment is to be made which considers the tenant's circumstances when assessing the risks presented by a hazard. The most at risk tenants are the very young, elderly and those with certain health conditions. Those with medical vulnerabilities such as asthma and allergies and those undergoing some medical treatments require urgent attention. Cases of D&M in properties where someone is at higher risk will be prioritised. Medical evidence should not be mandatory but may be considered if provided.

The Council will be supportive and responsive to the needs of our tenants, including adapting our approach when required to ensure that the issue is fully resolved.

### **7.2. Damp and Mould Caused by a Neighbouring Leaseholder**

If D&M in a Council property is caused by a neighbouring leaseholder (e.g., leaks, structural defects, or poor maintenance), the Council will:

- Investigate immediately and confirm the source of the problem.
- Require the leaseholder to take remedial action under the terms of their lease.
- Take enforcement action if necessary to protect the tenant and ensure compliance.

The Council will keep the affected tenant updated and take all reasonable steps to meet its duties under Awaab's Law, even where resolution depends on leaseholder action.

The Council will take legal action if necessary to obtain access to the property to confirm the source of the problem and ensure that the necessary works are undertaken.

In cases of financial hardship the Council will undertake the work and agree a payment plan with the leaseholder, to resolve the matter as quickly as possible.

### **7.3. Information and support for tenants**

In line with the Regulator of Social Housing's Tenant Satisfaction Measures (TSMs) and the person-centred duties set out in Awaab's Law, the Council is committed to supporting tenants to reduce the risk of damp and mould through practical advice and early intervention. Many D&M issues have contributory factors linked to how the home is used, often shaped by affordability, vulnerability, and awareness.

The Council will take a proactive approach to education and support, including:

- Energy efficiency advice – Helping residents manage their homes safely and efficiently, including ventilation, heating use, and understanding energy bills and tariffs.
- Support with bills – Assisting with water and energy debt, and helping tenants access discounts, relief schemes or financial assistance.
- Targeted home visits – Using vulnerability data to offer tailored advice and small efficiency measures (e.g. LED lighting, draught-proofing) where risk factors are present. When overcrowding is identified as a contributing factor, our tenants will be supported to make an application and register their interest for a mutual exchange.
- Health and wellbeing support – Recognising that cold or damp homes can seriously impact physical and mental health, especially for vulnerable residents, and working with partners where additional support is needed.
- Signposting to wider services – Where issues such as social isolation, mental health or cost of living pressures are contributing to risk, officers will offer relevant referrals.

By embedding this support into our wider D&M approach, the Council will reduce recurrence, improve outcomes for tenants, and meet its legal obligations under Awaab's Law, while also contributing to stronger TSM results relating to tenant satisfaction and safe, well-managed homes.

#### **7.4. Offer of temporary accommodation**

In some circumstances it may be necessary for the tenant to move out of their home whilst works are completed. This will only be in extreme cases, for example when safety works cannot be completed within the specified timescales. Wherever possible the tenant will be offered a decant to another property. In these circumstances the Decant Policy will be followed.

If a suitable decant is not available, or if the tenant needs to move out of the property quicker than a decant will be ready then other temporary accommodation will be offered. This may be in Council owned accommodation, bed and breakfast or a hotel.

#### **7.5. Complaints and compensation**

If the tenant wishes to make a complaint about how the Council has managed their D&M repair, or request compensation from the Council in regards to the D&M in their home then a formal stage one complaint will need to be raised. This is to ensure that all complaints and compensation payments are recorded and so that the Council can ensure that trends are identified and learning points are shared. The Senior Inspector will offer to raise a complaint on behalf of the tenant if they wish to complain.

## **8. Procedures, Training and Accountability**

### **8.1. Training**

The Senior Inspector will be responsible for ensuring all relevant staff are trained to mitigate D&M issues. For example, all staff within the contact centre, inspectors, and operational teams—will receive regular training on:

- Awaab's Law requirements
- Recognising and responding to signs of D&M
- Communicating effectively with residents in distress effectively and sensitively

This will initially be a Broxtowe Learning Zone on-line course, which will give colleagues an understanding of the fundamentals of D&M identification and treatment. More enhanced training will be provided for colleagues managing specific cases. Training will also be provided to visiting officers to help them identify D&M.

### **8.2. Quality assurance**

The Housing Repairs and Compliance Manager is responsible for monitoring the work of colleagues and contractors involved in resolving D&M cases and checking that inspections and follow up work are completed. This will be achieved using management reports and dip sampling on a monthly basis.

### **8.3. Innovation**

The Council is committed to exploring and adopting innovative approaches to tackle D&M more effectively. In line with our proactive and prevention-led approach, we will continue to assess and trial new technologies and techniques that support early identification and resolution of issues. This may include environmental sensors to monitor humidity and temperature trends, data analytics to predict risk areas across the housing stock, and specialist treatments or materials that prevent moisture build-up in hard-to-treat properties.

We will work in partnership with residents, industry experts and peer organisations to understand emerging best practice, and we will remain open to piloting solutions where there is evidence they can improve resident outcomes and prevent harm. Innovation will not be pursued for its own sake, but where it can demonstrably support our legal duties, improve health and safety, and reduce long-term costs by addressing root causes early.

## 9. Related Policies, Procedures and Guidelines

This policy should be read in conjunction with the:

- Repairs Policy
- Reports of D&M procedure
- Person-Centred Housing Policy
- Financial Inclusion Policy
- Allocations Policy
- Tenancy Management Policy
- Decant Policy
- Compensation Policy
- Referral to Financial Inclusion procedure
- Referral for overcrowding procedure

## 10. Review

The Council will monitor any proposed changes to legislation and prepare to adapt. For example, it is proposed that, in 2026 the regulations will be extended to include additional hazards and in 2027, regulations will extend to all remaining HHSRS hazards (apart from overcrowding).

the policy will be reviewed every 3 years if there are no changes to current legislation.

## 11. Document History and Approval

Date	Version	Committee Name
7/12/2023	1.0	Cabinet
2/09/2025	1.1	Cabinet

## 12. Appendix 1: Definitions

The Council adopts the following definitions, aligned with the Housing Health and Safety Rating System (HHSRS) and the statutory guidance under Awaab's Law:

### **Emergency Hazard**

An emergency hazard is a Category 1 hazard that poses an immediate and serious risk to the health, safety, or security of the occupants or the property. It requires urgent action to investigate and make safe within 24 hours of the issue being reported. Examples include:

- Severe and extensive mould in a sleeping area, particularly where a vulnerable resident (e.g. child or elderly person) is present.
- Damp-related structural failure, such as ceiling collapse or plaster falling off.
- Persistent black mould affecting multiple rooms or key living areas.
- Electrical hazards resulting from water ingress or damp.
- Leaks or floods causing active damp and further deterioration.

### **Significant Hazard**

A significant hazard may not be immediately dangerous but is a serious concern that;

- meets the criteria for a Category 1 hazard under HHSRS, but without immediate threat.
- Or presents an increased risk to health due to the vulnerability of occupants.
- Or is a persistent Category 2 hazard that has worsened or recurred.

Examples include:

- Damp and mould confined to one area but not improving despite prior works.
- Condensation-related mould in kitchens or bathrooms with poor ventilation.
- Surface mould in a child's bedroom, even if limited, due to health vulnerability.
- Rising damp or moisture ingress that is not yet severe but is worsening.

### **Relevant safety work**

This is any required work to make a property safe from a damp and mould hazard, excluding cladding work. It encompasses any action necessary to remove an emergency or significant hazard, regardless of whether further preventative or remedial work is needed. Examples include:

- Emergency;
  - Cleaning and removing mould in sleeping areas or communal spaces posing an immediate health risk.



- Dehumidifying areas with active water leaks or flooding causing rapid mould growth.
- Undertaking temporary roof, gutter, or pipe repairs to prevent further moisture entry.
- Isolating or repairing electrical systems damaged by damp to prevent shock or fire risks.
- Securing unstable, damp-affected surfaces, such as collapsing plaster or walls.
- Significant Hazards
  - Treating moderate mould infestations, including deep cleaning, mould remover use, and surface drying.
  - Repairing ventilation systems (e.g. restoring extractor fans or vents).
  - Fixing isolated leaks (e.g. tap or pipe patches) to prevent continued moisture ingress.
  - Minor structural repairs, like replacing small sections of damp-rot-affected timber.
  - Enhancing insulation or draught-proofing to reduce condensation hotspots.

### **Further supplementary works**

These are follow-on actions designed to prevent the recurrence of a damp and mould hazard, beyond the immediate safety works. Examples include;

- Repairing building fabric: Replacement of damaged plaster, boards, or skirting caused by damp.
- Improving insulation: Installing or upgrading insulation in walls, ceilings, or lofts to reduce condensation.
- Upgrading ventilation: Installing extractor fans, trickle vents, or airbricks to improve airflow.
- Fixing structural defects: Permanent repair of leaks, roof tiles, flashing, or guttering contributing to recurring moisture ingress.
- Permanent plumbing repairs: Replacing poorly performing pipes or taps that have caused damp issues.

### **Rising Damp**

This is the movement of moisture from the ground rising through the structure of the building. This is caused by building defects, such as a breakdown of a damp proof course, which allows moisture to enter the property. This can be identified by wet patches on walls; flaking or bubbling plaster and rotting skirting boards. If a damp proof course has broken down, there may also be a tide mark line around the perimeter of the room.

### **Penetrating Damp / water ingress**

Penetrating damp is water that gets into the building from outside due to defects in the walls, roofs, windows or floors.

### **Traumatic Damp**

Traumatic damp can be caused by leaking water from waste and heating pipes, overflowing baths or sinks, burst pipes or defective water storage vessels inside the building. Traumatic damp can also originate from outside the property, for example from another building or from environmental flooding.

### **Condensation**

Condensation occurs when moisture held in warm air comes into contact with a cold surface and then condenses producing water droplets. The conditions that can increase the risk of condensation include:

- Inadequate heating, including undersized radiators and tenant not using the heating
- Inadequate ventilation, including lack of vents and mechanical extraction and these not being used correctly
- Inadequate insulation, including missing or defective cavity wall insulation or loft insulation
- High humidity, including not covering pans when cooking or drying laundry inside
- Overcrowding, which increases moisture levels

### **Mould**

Mould is a natural organic compound that develops in damp conditions. Mould will only grow on damp surfaces. It is often present in situation where there is condensation. If moisture accumulates, mould growth will often occur on indoor surfaces.

In order to reproduce, mould produces tiny particles called spores. Spores are carried in the air and may cause health problems if inhaled by people who are sensitive or allergic to them. It is important to note that most people will not experience any health problems from coming into contact with mould. However, mould exposure can cause a runny or blocked nose and irritation of the eyes and skin.

## Appendix 2

**Equality Impact Assessment**

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

Public bodies are required in it to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
- foster good relations between people who share a protected characteristic and people who do not share it.

The public sector Equality Duty came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation.

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

The Council has also decided to treat people who have care experience as if they had a protected characteristic under the law.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how they act as employers, how they develop, evaluate and review policies, how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to advance equality of opportunity involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they considered the aims of the Equality Duty. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

### EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Chief Executive - Housing	Title of the Lead Officer responsible for EIA	Assistant Director of Housing
Name of the policy or function to be assessed:		Damp & Mould Policy	
Title of the Officer undertaking the assessment:		Change Delivery Manager	
Is this a new or an existing policy or function?		Existing	
<b>1. What are the aims and objectives of the policy or function?</b>  The Policy will: <ul style="list-style-type: none"> <li>• Ensure that all reports of damp and mould (D&amp;M) are responded to promptly, and that the Council works pro-actively to identify issues</li> <li>• Provide a safe and healthy home for our tenants and residents in temporary accommodation</li> <li>• Ensure that the Council protects our assets from deterioration and damage resulting from D&amp;M</li> <li>• Comply with all relevant guidance, statutory requirements and good practice</li> </ul>			
<b>2. What outcomes do you want to achieve from the policy or function?</b>  The policy supports the quality of the Council's housing stock being well maintained and any repairs required being managed effectively			
<b>3. Who is intended to benefit from the policy or function?</b>  Tenants will benefit from the policy as it is designed to improve service delivery, focusing on proactive and responsive measures to tackle D&M			

#### **4. Who are the main stakeholders in relation to the policy or function?**

The two main stakeholders will be tenants and teams / colleagues within the Council, including;

- \* Repairs (e.g. operatives / customer services advisors / team leaders / inspectors)
- \* Asset Management (e.g. Capital Works Manager / Modernisation officers)

#### **5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?**

The Council's housing management system, Capita Open Housing, is utilised to capture and contain quantitative data relating to the different equality strands. This information (for example, identifying tenants that require additional support needs) will support colleagues when considering each tenant's situation according to that person's individual circumstances.

#### **6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?**

Tenants receive a transactional survey after a repair is completed and the opportunity to complete an annual tenant satisfaction survey. Information from these surveys will enable the Council to baseline qualitative data, which will be monitored going forward.

#### **7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?**

The D&M policy was discussed at a Tenant Influence Panel meeting. There was a broad acknowledgement from the panel regarding the rationale of the policy. Feedback from colleagues involved in the revised policy hold a similar view to the Tenant Panel, acknowledging the rationale.

#### **8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways?**

**In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:**

- ☐ **Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified?**

The Council recognises that some tenants and leaseholders have additional support needs and therefore, affect the prioritisation of work. The Council will consider each person's situation according to that person's individual circumstances.

<p><b>☐ Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified?</b></p> <p>The policy applies to all Council housing properties, both General Needs and Independent Living. The policy does not include temporary accommodation, as this is occupied under licence.</p> <p>Leaseholders have different obligations with regards to maintaining their homes. However, we will always provide relevant support and advice. Reports received about properties not owned by the Council will be investigated by the Council's Private Sector Housing team.</p> <p>This is justified.</p>
<p><b>☐ Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function?</b></p> <p>It is the responsibility of the Council as a landlord to ensure that we maximise access for all groups. This would include the following actions:</p> <ul style="list-style-type: none"> <li>• Arrange to translate the policy for residents whose first language is not English</li> <li>• Arrange appropriate additional support for residents who may not understand the policy (e.g. support worker invited to discuss the policy).</li> </ul>
<p><b>☐ Could the policy or function promote or contribute to equality and good relations between different groups? If so, how?</b></p> <p>The policy ensures that a consistent approach will be taken and that the Council will exercise its duties within the current legal and policy framework.</p>
<p><b>☐ What further evidence is needed to understand the impact on equality?</b></p> <p>Using data that will be captured when D&amp;M cases are identified, the Council will be able to establish whether there has been any negative or positive impact on residents and their ability to adhere to the policy.</p>
<p><b>9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?</b></p>

**Age:**

Older tenants may find it difficult to (for example) clear the contents of their property when required (e.g. for treatment works). Whilst this remains the responsibility of the tenant, each case will be considered to see what support can be provided by the Council.

**Disability:**

It is acknowledged that this may be difficult for some people with a disability to remove their belongings (e.g. in preparation for treatment works). Additional time will be provided where required and support offered if appropriate. The Council will consider each person's situation according to that person's individual circumstances.

Where tenants have a disability that increases the risk of mould within their property, these cases will be prioritised.

The Council will arrange appropriate additional support for residents who may not understand the policy. For example, joint visit with a support worker.

**Gender:**

It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Gender Reassignment:**

It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Marriage and Civil Partnership:**

It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Pregnancy and Maternity:**

It is acknowledged that this may be difficult for someone who is pregnant or has a baby to move their belongings (e.g. in preparation for treatment works). Additional time will be provided where required and support offered if appropriate. The Council will consider each person's situation according to that person's individual circumstances.

**Race:**

It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Religion and Belief:**



It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Sexual Orientation:**

It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Care Experience:**

It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.

**Signature: Assistant Director – Housing Services**

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## Report of the Portfolio Holder for Housing

### Alterations and Improvement Policy

#### 1. Purpose of Report

To seek approval for an updated Alterations and Improvement Policy.

#### 2. Recommendation

**Cabinet is asked to RESOLVE that the revised Alterations and Improvement Policy be approved.**

#### 3. Detail

The Alterations and Improvements Policy sets out the approach that the Council takes when a request is made from a tenant. Alterations and improvements are always made at the sole expense of the tenant and the tenant is responsible for carrying out the work themselves or appointing a suitable and competent tradesperson to undertake the work.

The Housing Act 1985 S.97 (1) determines that it is a term of a secure tenancy that the tenant will not make any improvement without the written consent of the landlord.

The current policy was reviewed by the Tenant Influence Panel on 11 June 2025. The recommendations made by the panel have been included in the updated policy. The updated policy is included in **Appendix 1**. A table outlining the changes made to the policy since it was last approved in 2022 can be found in **Appendix 2**. An equality impact assessment can be found in **Appendix 3**.

#### 4. Key Decision

This report is a key decision as defined under Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. It will be significant in terms of its effects on communities living or working in an area comprising two or more Wards or electoral divisions in the Council's area.

#### 5. Updates from Scrutiny

This report has been considered by the Policy Overview Working Group as part of pre-scrutiny.

6. Financial Implications

The comments from the Head of Finance Services were as follows:

There are no additional budget implications to consider. Tenants are responsible for funding any alteration and improvement requests. The only impact on the Housing Service is a small administrative burden, which is covered within existing roles and budgets.

7. Legal Implications

The comments from the Monitoring Officer / Head of Legal Services were as follows:

The legal implications are set out in paragraph 4 of the report, these legal requirements ensure the maintenance of social housing, keeping it free from hazards and in a reasonable state of repair. The Regulator of Social Housing also provides for Consumer Standards which require social landlords to have an accurate, up to date and evidenced understanding of the condition of their homes.

8. Human Resources Implications

The comments from the Human Resources Manager were as follows:

Not applicable.

9. Union Comments

The Union comments were as follows:

Not applicable.

10. Climate Change Implications

The climate change implications are contained within the report.

11. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

12. Equality Impact Assessment

As there have been substantial changes to the Policy an Equality Impact Assessment is included at **appendix 2**.

13. Background Papers

Nil

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## Appendix 1

Policy Section	Suggested Change	Reason for Change
1.0 Scope/2.0 Purpose	Sections that provide definitions moved from Scope to Purpose	More appropriate part of the policy to include this wording
3.0 Aims and Objectives	Minor amendments to wording in bullet points	For clarity
4.0 Regulatory Code and Legal Framework	Removal of 'The' prior to name of legislation	For consistency
5.1 Requests for Alterations and Improvements	Remove: 'The Council will make reasonable adjustments or provisions who may not be able to fulfil this request.' Add: 'The Council will make reasonable adjustments, in accordance with the Person Centred Housing Services Policy, for those that cannot do this.'	To correct missing word in previous version and to align with the recently approved Person Centred Housing Services Policy.
5.1 Requests for Alterations and Improvements	Add: The tenant will be given 14 days to provide the additional information.	Previous version does not include a timescale. This was highlighted by the Tenant Influence Panel as being required.
5.2 Types of Tenancy and Alterations and Improvements	Minor amendment to wording and format to remove use of bullet points	For clarity and consistency
5.3 Considering the Requested Alteration or Improvement	Add: 'In the first instance requests will be considered by the Housing Officer or Independent Living Co-ordinator. For more	Previous version does not include information regarding which officers will consider the

	complex requests they may seek advice from a more senior officer within their own team or from a Repairs Inspector.'	request. This was highlighted by the Tenant Influence Panel as being required.
5.3 Considering the Requested Alteration or Improvement	Remove: 'The Council may request any additional information be provided before granting or refusing the request. The Council will do this in a timely manner. The tenant may be given a timescale to respond to the Council's enquiries.'	Duplication of information already included in section 5.1
5.3 Considering the Requested Alteration or Improvement	Remove: 'The Council may take on the repair and maintenance responsibility for these works once completed and therefore may make special requirements on the detail and scope of works.'	The Council does not take on responsibility of works, where permission is given under this policy.
5.3 Considering the Requested Alteration or Improvement	Add: 'This is to ensure that all works are completed safely.'	To clarify why information from a competent tradesperson may be required.
5.3 Considering the Requested Alteration or Improvement	Remove: 'Any refusal from the tenant to cooperate with the Council in making its enquiries will lead to the refusal of the works.' Add: 'If the tenant does not provide additional information requested, including information from a tradesperson within 14 days of the request, then the request will be refused. A new request can be made at a later date if information is then provided.'	For clarity and to ensure that the matter is concluded swiftly. This also prevents matters from being considered for a long time without conclusion. This was an issue highlighted by the Housing Influence Panel.
5.3 Considering the Requested Alteration or Improvement	Add: 'Within 7 days'	Previous version does not include a timescale. This was highlighted by the Tenant Influence Panel as being required.



5.3 Considering the Requested Alteration or Improvement	Remove: 'or an energy smart meter' Add: 'The Council does not require a tenant to request permission for an energy smart meter to be installed. However, this can be required if requested from the energy supplier.'	Installation of energy smart meters has become commonplace since the last policy was written. Highlighted by Tenant Influence Panel, many of which highlighted that they would not expect to have to ask for permission for this.
5.3 Considering the Requested Alteration or Improvement	Add to the list: Loft conversions Extensive garden works, such as installation of a pond or water feature	For clarity
5.4 Monitoring and Control of Alterations and Improvements	Add: 'The Council will keep a record of all permissions given and the likely timescales for completion, so that it can monitor if notification of completion of works has not been given.'	This is essential to ensure that permissions are effectively monitored.
6.0 Related Policies, Procedures and Guidelines	Add: 'Person Centered Housing Services Policy'	To add recently approved policy to the list

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# **Alterations and Improvements Policy**

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## **1.0 Scope**

The Alterations and Improvements Policy sets out the approach that Broxtowe Borough Council takes when a request is made from a tenant. Alterations and improvements are always made at the sole expense of the tenant and the tenant is responsible for carrying out the work themselves or appointing a suitable and competent tradesperson to undertake the work.

The policy only applies to Council properties and tenants and not leaseholders.

The policy does not cover the interior decoration of properties or minor DIY. It also does not cover any policies or regulations that specifically surround Planning or Building Control.

## **2.0 Purpose**

Tenants may wish to make alterations and improvements to their properties to make their homes more suitable for their needs and lifestyles.

The Policy provides a framework for how requests will be processed and the steps that the tenant and the Council should take when requesting or processing a request for an improvement.

An alteration is defined as work that:

- Alters, removes or replaces any of the existing fabric of the building, its grounds or boundaries
- Replaces a Broxtowe Borough Council fixture or fitting with one of the tenants own which is of a similar quality or standard as the original
- Permanently removes a Broxtowe Borough Council fixture or fitting

An improvement is defined as work that:

- Replaces a fixture or fitting with a tenants own which is of a higher standard or quality
- Installs an item where there is currently not one present or is of a different type to the one installed
- Extends the floor area of the property in any way

## **3.0 Aims and Objectives**

The aims and objectives of the policy are

- To clarify how alteration and improvements are requested
- The types of tenancy and how they affect the rights to make alterations and improvements.
- To explain how the Council considers alteration or improvement requests.

- To explain what measures the Council may take to monitor or control alterations and improvements.
- To clarify how alterations and improvements link to aids and adaptations
- To explain the actions that Council will take when a tenant makes an alteration or improvement without seeking permission
- To explain what considerations the Council will make when properties are returned with alterations and improvements present.
- To explain the process surrounding compensation for improvements

## **4.0 Regulatory Code and Legal Framework**

Landlord and Tenant Act 1985

Housing Act 1985

Housing Act 1996

Gas Safety (Installation and Use) Regulations 1998

Electrical Equipment (Safety) Regulations 1994

Control of Asbestos Regulations 2012

Health and Safety at Work Act 1974

Housing Act 2004 (Housing, Health and Safety Rating System)

## **5.0 Policy Outline**

### **5.1 Requests for Alterations and Improvements**

The Council requires that a tenant requests alterations and improvements in writing wherever possible. The Council will make reasonable adjustments, in accordance with the Person Centred Housing Services Policy, for those that cannot do this.

The Housing Act 1985 S.97 (1) determines that it is a term of a secure tenancy that the tenant will not make any improvement without the written consent of the landlord.

The Council will make the decision on whether the information provided by the tenant is enough to make a determination on the alteration or improvement or whether any additional information is required from the tenant. If additional information is required from the tenant, the Council will request it. The tenant will be given 14 days to provide the additional information.

### **5.2 Types of Tenancy and Alterations and Improvements**

Only Secure Tenants have the right to make alterations and improvements within the legislation.

Introductory Tenants do not have the same rights in accordance with their tenancy. However, the Council will consider requests from Introductory Tenants but may refuse alterations and improvements in certain circumstances, particularly those that

are likely to cause significant changes to the property, such as where structural change is requested or works that change the size or composition of the property.

## **5.3 Considering the Requested Alteration or Improvement**

The Council will require full details of the alterations or improvements that are being requested. This may include drawings or other permissions from Planning or Building Control. Any costs that are incurred from making these enquiries will be met by the tenant requesting the works, even if the works are refused at any stage.

In the first instance requests will be considered by the Housing Officer or Independent Living Co-ordinator. For more complex requests they may seek advice from a more senior officer within their own team or from a Repairs Inspector.

It may be necessary for relevant officers of the Council to carry out home visits to assess the works and consider the request.

Where significant works are being requested, the Council may request financial information from the tenant to provide reassurance that the works can be completed and that the Council will not be left with a significant liability if works are not completed satisfactorily.

Certain works will need to be completed by a competent tradesperson, such as any gas or electrical work. The Council will require details of the person completing the works, the exact detail and scope of the works and will request the appropriate certification be provided on completion of the works. This is to ensure that all works are completed safely.

On considering whether permission will be granted the Council will ensure that any works would not have implications on existing fire safety measures and that the works will not disturb asbestos in the property. Identification of these issues does not mean that permission will be automatically refused, but the tenant may be asked to complete additional works to ensure that these risks are mitigated.

If the tenant does not provide additional information requested, including information from a tradesperson within 14 days of the request, then the request will be refused. A new request can be made at a later date if information is then provided.

Once the Council has all the information, the Council will respond to the alteration or improvement request to grant or refuse and it will do so in writing within 7 days. The granting of a request will be subject to conditions set by the Council being met. These will be specified to the tenant in writing.

The Council will consider requests for alterations and improvements to aspects of the home where it is an existing component that the Council has a liability to maintain, such as

- The installation of a new kitchen or bathroom
- Redecoration of the outside of the home
- Any insulation related works

- Request to change any gas or electrical installations

The Council will consider requests to change the fabric of the building or property, such alterations may require planning or building control consents, such as

- Extensions
- Conservatories or lean-to
- Any outbuilding or shed of any kind or construction
- A driveway or car port
- Replacing fencing
- Loft conversions
- Extensive garden works, such as installation of a pond or water feature

Additionally, an alteration that has no negative effect on the composition or value of a property or the value its neighbouring properties will be considered, for example

- Installation of a satellite dish subject to planning permission
- Installation of a water meter
- Installation of a water butt

The Council does not require a tenant to request permission for an energy smart meter to be installed. However, if the energy supplier requests evidence of permission from the landlord, this can be provided.

The Council will not unreasonably refuse permission for an alteration or improvement. The criteria that the Council may refuse an alteration is as follows.

- It is likely to present to health and safety risk to those in occupation, those visiting or those living around the home
- The alteration will reduce fire safety measures
- That the alteration or improvement will change the use of the property, such as for running a business
- That the alteration or improvement will make a change to the property that will negatively affect the ability for the Council to let it in the future, such as removing bedrooms.
- The alteration is refused planning, building control or party wall approval
- That it removes amenities that Broxtowe Borough Council or partners have provided at the property to make the home suitable for an occupant or occupants with specific needs
- That it alters, exposes, encloses or partitions a communal area
- If the property is a new build and is within a warranty or guarantee period
- Where there is a preservation or conservation order in place that could be contravened by the alteration or improvement
- Where the alteration encroaches on another parties' land or on to land that is not owned by Broxtowe Borough Council

## **5.4 Monitoring and Control of Alterations and Improvements**



In the case of significant alterations and improvements, particularly those that require structural change or a change to an installation within the property, such as to gas or electrical installations, the Council may request access to the property during the works to check the progress and to ascertain whether the works are within the scope of what has been given permission for.

Following the completion of the works, the tenant should notify the Council when requested to do so in order for the Council to assess the works and request any certification to be provided.

Tenants should work proactively to complete the works in a timely manner to minimise disruption to neighbours and to ensure that the property does not remain in an untidy condition for a lengthy period. If the Council considers that the works are taking too long and the Council does not receive appropriate assurances about completion and progress, the Council will consider taking tenancy enforcement action.

The Council will keep a record of all permissions given and the likely timescales for completion, so that it can monitor if notification of completion of works has not been given.

## **5.5 Alterations and Improvements Request and Aids and Adaptations**

The Council will look to facilitate aids and adaptations for those with mobility needs and will act in accordance with its Aids and Adaptations Policy when deciding whether the Council should carry out works or not.

## **5.6 Alterations made by tenants without permission**

Where alterations or improvements are made without the permission of the Council, the Council will first consider whether it wishes to grant permission retrospectively.

This may be applicable to minor alterations and improvements, such as those referred to in 5.3 as not affecting the composition or value of a property, the Council should advise the tenant that they are in breach of their tenancy and do so in writing. However, the Council will confirm in writing that the works are granted retrospectively.

In situations where this is not possible, the Council will request that the property be put back to the condition it was before work started and the Council will confirm the works that are required to the tenant.

If the tenant does not cooperate with the Council's request, the Council will carry out the work on behalf of the tenant and a recharge will be raised for the full costs of doing so. The Council will also consider whether tenancy enforcement action is appropriate.

If the tenant does not cooperate and allow the Council to complete the works or obstructs the Council in completing the works, the Council may apply to the Court for an Injunction to gain access to the property and complete works and take tenancy enforcement action. The tenant will be recharged for all costs that are incurred by the Council. Possession action will also be considered against the tenant if considered proportionate to do so.

## **5.7 Properties returned to the Council with Alterations or Improvements**

When a property is returned to the Council with alterations and improvements and it is required that they be removed before it is relet, the Council will check if the works carried out had permission. If the works did not have permission, the tenant will be recharged for the costs that the Council incurs in putting the property into a condition where it can be let.

If alterations or improvements can remain, the Council will make clear to the incoming tenants as part of their tenancy signup and specify within their tenancy agreement the works that are non-standard and therefore the Council may not be able to maintain or replace them if they should require repair or replacement.

## **5.8 Compensation for Improvements**

The Housing Act 1985 S.99 gives secure tenants the right to compensation for certain improvements.

Claims for compensation must be made no more than 28 days before and no more than 14 days after end of the tenancy.

Tenants may be eligible for compensation if

- They are a secure tenant
- The works were carried out after the 1<sup>st</sup> April 1994
- That the works had the permission of the Council

Tenants who have moved by mutual exchange or who have transferred must make their claim at the time that they move.

Tenants who have gained the property as a result of a succession may be eligible, even if they did not carry out the improvement works.

Tenants who were assigned the property by an order of the Court from the tenant who carried out the improvement work may also qualify.

The Council will request that receipts of invoices are provided for the works completed that are being claimed for.

The method of calculation, the qualifying improvements and notional life of each qualifying improvements that is eligible for compensation is outlined in the Compensation for Improvements Procedure.

## **6.0 Related Policies, Procedures and Guidelines**

This policy should be read in conjunction with the:

- Alterations and Improvements Procedure
- Aids and Adaptations Policy
- Compensation for Improvements Procedure
- Person Centred Housing Services Policy
- Repairs Policy
- Repairs procedures
- Tenancy Management Policy
- Tenure Policy
- Tenancy Agreement

## **7.0 Review**

This Policy will be reviewed every 3 years unless there are significant changes in legislation.

## **8.0 Document History and Approval**

<b>Date</b>	<b>Version</b>	<b>Committee Name</b>
16/1/19	1.0	Housing Committee
9/2/22	2.0	Housing Committee
2/9/25	3.0	Cabinet

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**Appendix 3****Equality Impact Assessment**

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

Public bodies are required in it to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
- foster good relations between people who share a protected characteristic and people who do not share it.

The public sector Equality Duty came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation.

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

The Council has also decided to treat people who have care experience as if they had a protected characteristic under the law.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how they act as employers, how they develop, evaluate and review policies, how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to advance equality of opportunity involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they considered the aims of the Equality Duty. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where

a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

### EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Chief Executive	Title of the Lead Officer responsible for EIA	Assistant Director- Housing Services
Name of the policy or function to be assessed:		Alterations and Improvement Policy	
Title of the Officer undertaking the assessment:		Assistant Director- Housing Services	
Is this a new or an existing policy or function?		Update of an existing policy	
<p><b>1. What are the aims and objectives of the policy or function?</b></p> <p>The aims and objectives of the policy are</p> <ul style="list-style-type: none"> <li>• To clarify how alteration and improvements are requested</li> <li>• The types of tenancy and how they affect the rights to make alterations and improvements.</li> <li>• To explain how the Council considers alteration or improvement requests.</li> <li>• To explain what measures the Council may take to monitor or control alterations and improvements.</li> <li>• To clarify how alterations and improvements link to aids and adaptations</li> <li>• To explain the actions that Council will take when a tenant makes an alteration or improvement without seeking permission</li> <li>• To explain what considerations the Council will make when properties are returned with alterations and improvements present.</li> <li>• To explain the process surrounding compensation for improvements</li> </ul>			
<p><b>2. What outcomes do you want to achieve from the policy or function?</b></p> <p>To provide guidance to tenants and officers regarding the policy for dealing with request for alterations and improvements</p>			
<p><b>3. Who is intended to benefit from the policy or function?</b></p> <p>Tenants Employees in the Housing Service</p>			
<p><b>4. Who are the main stakeholders in relation to the policy or function?</b></p> <p>Tenants</p>			

Employees in the Housing Service

**5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?**

Information is held on the tenants that have made requests for alterations and improvements and the decision that was made. This can be utilised alongside information from the Housing Management System which provides information relating to the different equality strands.

**6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?**

Information is held on the tenants that have made requests for alterations and improvements and the decision that was made. This can be utilised alongside information from the Housing Management System which provides information relating to the different equality strands.

**7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?**

Review of the existing policy was completed with the Tenant Influence Panel prior to changes being made. Policy was considered alongside the new Person Centred Housing Services Policy which outlines how housing services can be adjusted to meet individual needs.

**8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:**

- ☐ **Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified?**

The policy only applies to tenants, this can be justified

- ☐ **Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified?**

The policy only applies to tenants, this can be justified



**□ Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function?**

Tenants are provided with information in the Tenants Handbook at the start of the tenancy which explains what they must do. Employees in Housing can provide advice and support when required.

**□ Could the policy or function promote or contribute to equality and good relations between different groups? If so, how?**

Requests for permission are an individual matter which would not have an impact on groups.

**□ What further evidence is needed to understand the impact on equality?**

No further evidence is required.

**9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?**

**Age:** Younger tenants with their first tenancy may require additional support with the process of seeking permission for any improvements or alterations they wish to make.

**Disability:** Any alterations required to assist someone to meet their needs due to their disability will be considered under the Aids and Adaptations Policy in the first instance. However, tenants may wish to make an request under this policy if there are additional changes that are required.

**Gender:** It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Gender Reassignment:** It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Marriage and Civil Partnership:** It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Pregnancy and Maternity:** It is expected that tenants may consider alterations or improvements to their home if there is an increase in the size of the family. Advice will be provided alongside discussing options to move property.

**Race:** It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Religion and Belief:** It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Sexual Orientation:** It is not anticipated that the Council will need to take any further action in order to enable access for this group. Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barriers identified.

**Care Experience:** Care leavers with their first tenancy may require additional support with the process of seeking permission for any improvements or alterations they wish to make.

I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.

**Signature: Assistant Director – Housing Services**

## Report of the Leader of the Council

### Cabinet Work Programme

#### 1. Purpose of Report

Cabinet is asked to approve its Work Programme, including potential key decisions that will help to achieve the Council's key priorities and associated objectives.

#### 2. Recommendation

**Cabinet is asked to RESOLVE that the Work Programme, including key decisions, be approved.**

#### 3. Detail

The Work Programme for future meetings is set out below. Key decisions and exempt items are marked with \*.

30 September 2025	<ul style="list-style-type: none"> <li>Budget Timetable and Consultation 2026/27</li> <li>Grants to Voluntary and Community organisations</li> <li>Local Government Reorganisation Update.</li> <li>Asset Management Policy</li> </ul>
4 November 2025	<ul style="list-style-type: none"> <li>Medium Term Financial Strategy and Business Strategy</li> <li>Capital Programme Update 25/26</li> <li>Complaints Report</li> <li>Blue/Green Infrastructure</li> <li>Broxtowe Design Code Householder Development</li> <li>Local Government Reorganisation Update</li> </ul>

#### 4. Key Decisions

This is not key decision.

#### 5. Financial Implications

There are no additional financial implications.

#### 6. Legal Implications

The terms of reference are set out in the Council's constitution. It is good practice to include a work programme to help the Council manage the portfolios.

#### 7. Human Resources Implications

There are HR implications purely from the point of view of clarifying roles and responsibilities of Council Officers and responsibilities of partner agencies.

8. Union Comments

There were no comments received.

9. Climate Change Implications

There were no comments received.

10. Data Protection Compliance Implications

This report does not contain OFFICIAL(SENSITIVE) information. There are no Data Protection issues in relation to this report.

11. Equality Impact Assessment

There are no Equality Impact Assessment issues.

12. Background Papers

Nil

Document is Restricted

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