



Monday, 22 September 2025

Dear Sir/Madam

A meeting of the Cabinet will be held on Tuesday, 30 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

Interim 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 - 16)

Cabinet is asked to confirm as a correct record the minutes of the meeting held on 2 September 2025.

4. Scrutiny Reviews (Pages 17 - 20)
- 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.
5. Resources and Personnel Policy
- 5.1 Quarterly Complaint Report (Pages 21 - 46)
- To provide Members with a summary of complaints made against the Council.
- 5.2 Local Government Reorganisation (Pages 47 - 54)
- To give an update report on Local Government Reorganisation (LGR) in Nottingham and Nottinghamshire.
- 5.3 Grants to Voluntary and Community Organisations, Charitable Bodies and Individuals Involved in Sports, the Arts and Disability Matters 2025/26 (Pages 55 - 58)
- To consider requests for grant aid in accordance with the provisions of the Council's Grant Aid Policy.
- 5.4 Grant Aid Requests from Parish/Town Councils (Pages 59 - 68)
- To consider requests for grant assistance in accordance with the protocol for the consideration of grant aid to parish and town councils.
- 5.5 Budget Timetable and Budget Consultation 2026/27 (Pages 69 - 84)
- To advise on the budget consultation process for 2026/27 and to set out the proposed timetable and budget scrutiny process. This is in accordance with all the Council's priorities.
- 5.6 Workforce Profile 2024/25 (Pages 85 - 124)
- To provide detailed analysis of workforce and applicant data relating to a number of key reporting areas.

6. Economic Development and Asset Management
- 6.1 Major Regeneration Project Walker Street Eastwood (Pages 125 - 156)
- To gain Cabinet endorsement of a major project at Walker Street in Eastwood as the key regeneration priority for the Borough; to agree compacts with key partners and to ensure the project is promoted to potential funders including the EMCCA capital pipeline.
- 6.2 Compliance update: Fire Safety (Pages 157 - 160)
- Members to receive a short report from the Assistant Director of Asset Management on fire safety in Council housing.
7. Housing
- 7.1 Repairs Policy Refresh (Pages 161 - 192)
- To seek approval on the refreshed Repairs Policy in accordance with the Council's Corporate Priority of Housing – a good quality home for everyone. The refreshed Policy has been considered by the Policy Overview Working Group and the Housing Influence Panel.
8. Environment and Climate Change
- 8.1 EMCC Local Retrofit Strategy (Pages 193 - 216)
- To seek approval to endorse EMCC's Local Retrofit Strategy.
9. Cabinet Work Programme (Pages 217 - 218)
- 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.

10. 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.

11. Groundwork Investigations at Kimberley Depot

(Pages 219 - 234)

Outline of groundworks required at Kimberley Depot, cost and request that Cabinet agree to the works and proposed budget.

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.

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.

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.

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:

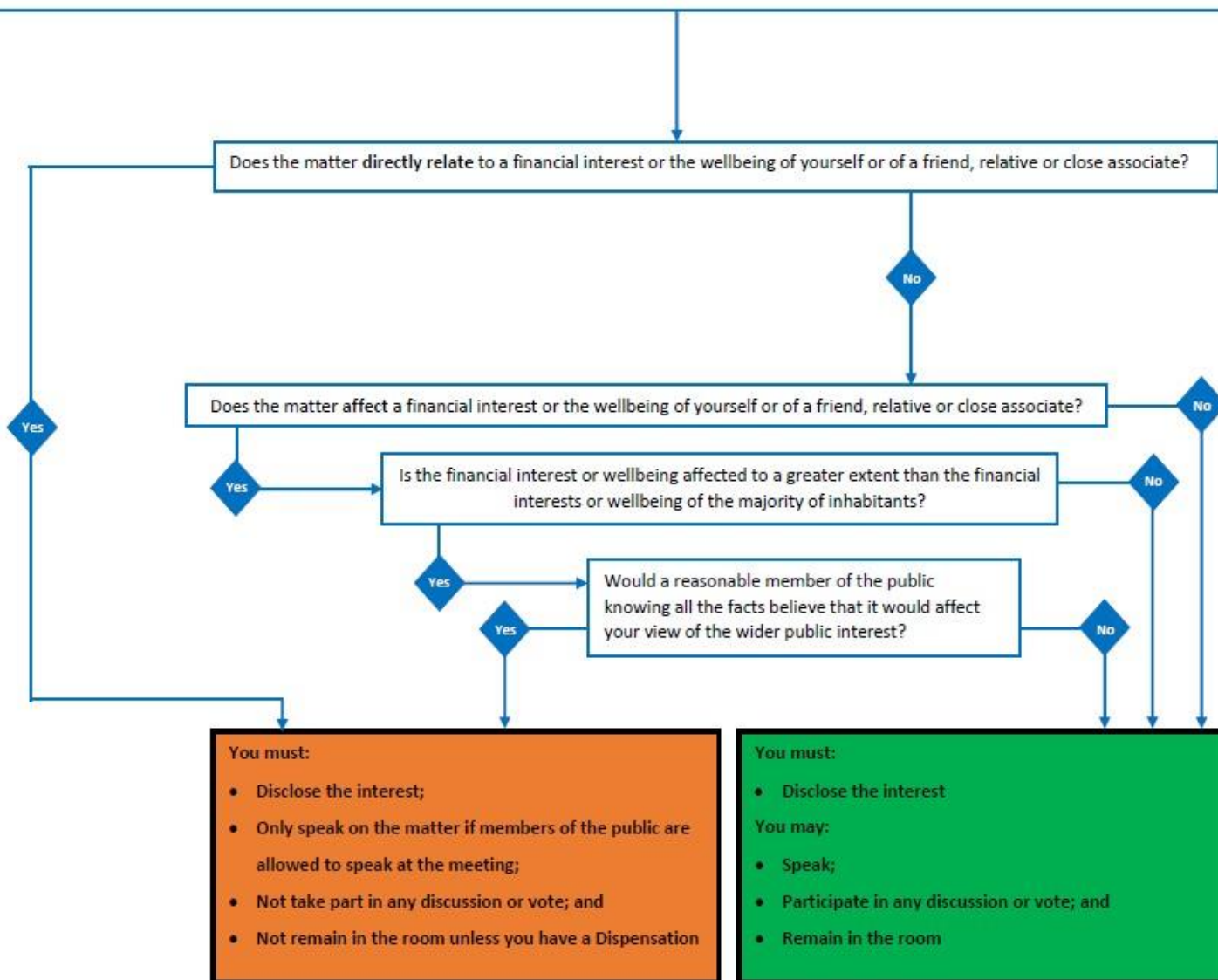
- Disclose the interest;
- Only speak on the matter if members of the public are allowed to speak at the meeting;
- Not take part in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

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, 2 SEPTEMBER 2025

Present: Councillor M Radulovic MBE, Chair

Councillors: G Marshall (Vice-Chair)
G Bunn
C Carr
T A Cullen
R D MacRae
H E Skinner
V C Smith
E Williamson

40 APOLOGIES

An apology for absence was received from Councillor J W McGrath.

41 DECLARATIONS OF INTEREST

There were no declarations of interest.

42 MINUTES

The minutes of the meeting held on 29 July 2025 were confirmed and signed as a correct record.

43 SCRUTINY REVIEWS

Cabinet noted the matters proposed for and undergoing scrutiny.

43.1 LOCAL GOVERNMENT REORGANISATION

Members noted the report on Local Government reorganisation and stated dissatisfaction at the timing and outcome of the vote on the issue that had taken place at Nottinghamshire County Council. It was requested that the relevant Members of Parliament were contacted to voice the Council's concerns and it was stated that judicial review should remain an option for the Council if necessary.

43.2 REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE - SEPTEMBER 2024 (QUARTER 1)

Cabinet noted the progress made in achieving the Corporate Plan priorities and financial performance for the quarter ended 30 June 2025. Discussion centred around

gas and electrical safety. It was suggested that the Council writes to the relevant body to mitigate the process for injunctions to be obtained through the courts.

44 ECONOMIC DEVELOPMENT AND ASSET MANAGEMENT

44.1 CHANGE DELIVERY MANAGER RECRUITMENT

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

RESOLVED 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.

Reason

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

44.2 HOUSING & ASSET MANAGEMENT SERVICE IMPROVEMENT PLAN - UPDATE

Cabinet noted the update of the Housing and Asset Management Service Improvement Plan. It was requested that the ASB Action Plan be added to the Improvement Plan in addition to other plans which may have a relevant cross-over.

45 HOUSING

45.1 DAMP AND MOULD POLICY - REVISION

The Damp and Mould Policy had been amended in preparation for the introduction of Awaab's Law, which would come into force for the social rented sector from 27 October 2025. From this point social landlords would have to address all emergency hazards and all damp and mould hazards that presented a significant risk of harm to tenants to fixed timeframes. The revised Policy described how the Council would manage damp and mould in line with the introduction of Awaab's Law.

RESOLVED that the revised Damp and Mould Policy be approved.

Reason

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

46 ALTERATIONS AND IMPROVEMENT POLICY

The Alterations and Improvements Policy set out the approach that the Council takes when a request is made from a tenant. Members were informed that Alterations and improvements were always made at the sole expense of the tenant and the tenant

was responsible for carrying out the work themselves or appointing a suitable and competent tradesperson to undertake the work.

RESOLVED that the revised Alterations and Improvement Policy be approved.

Reason

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

47 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.

48 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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 3, 5 and 7 of Schedule 12A of the Act.

49 IRRECOVERABLE ARREARS

RESOLVED that the arrears in excess of £7,500 on national non-domestic rates, council tax, rents, housing and council tax benefit overpayment and sundry debtors as set out in the report be written off and to note the exercise of the Deputy Chief Executive's delegated authority under Financial Procedure Rule 5.9.

Reason

This will assist with the Council's aim to deliver cost effectiveness.

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Report of the Monitoring Officer

Scrutiny Reviews

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

Cabinet is asked to NOTE the report.

3. Detail

The Committee formed a Task and Finish group to consider the issue of Cemetery Memorials. The group met in July to scope the review and work is under way to collect evidence.

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.

4. Key Decision

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 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

As this is not a change to policy / a new policy an equality impact assessment is not included in this report.

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. Awaiting the outcome of a report to Cabinet.	A good quality home for everyone
4.	Diversity and Inclusion at the Council	Councillor S Dannheimer agreed by the Overview and Scrutiny Committee	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
5.	Council Agendas	Councillor T Marsh	Protect the environment for the future
6.	Environment Enforcement Fines	Cabinet	Protect the environment for the future
7.	GamCare Licensing	Licensing Committee Chair Councillor R Bullock	Invest in our towns and our people, Support people to live well.

2. Update Reviews

#	Topic	Type	Date	Link to corporate priorities/values
1.	Housing Repairs Service Review	Six Month Review	February 2025	The Housing aim of a good quality home for everyone
2.	Markets	Six Month Review	November 2025	Invest in our towns and our people

Report of the Portfolio Holder for Resources and Personnel Policy

Quarterly Complaint Report

1. Purpose of Report

To provide Members with a summary of complaints made against the Council.

2. Recommendation

The Committee is asked to NOTE the report.

3. Detail

This report outlines the performance of the Council in dealing with complaints, including, at stage one those managed by the service areas, at stage two, managed by the Complaints and Compliments Officer and at stage three passed to the Local Government Ombudsman (LGO) or Housing Ombudsman (HO).

- **Appendix 1** provides a summary of the Council's internal complaints statistics.
- **Appendix 2** provides a summary of the complaints investigated by the Council formally under stage two of the Council's formal complaint procedure.
- **Appendix 3** provides a summary of the complaints determined by the Ombudsman.

Of the 163 stage one complaints received overall, 25 were investigated under the stage two complaints procedure and three were investigated by the LGO. Under the stage two complaints procedure, 13 complaints (52%) were not upheld, 12 complaints (48%) were upheld. Further details can be found in **Appendix 2**. The Ombudsman investigated three complaints made against the Council. Three complaints were recorded as not upheld, resulting in no further action being required by the Council, four complaints were upheld. Further details can be found in **Appendix 3**.

4. Key Decision

This report is not a Key Decision.

5. Updates from Scrutiny

Not applicable.

6. Financial Implications

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

The cost of compensation is charged either directly to the service or recognised in a central corporate budget. There are no additional financial implications associated with this report. Any significant additional budgets required, above virement limits, would require approval by Cabinet.

7. 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 is important to note that the Council's approach to handling complaints is within the parameters of the following key pieces of legislation: Part III of the Local Government Act 1974 and Chapter 6 of the Localism Act 2011 (for Housing Services complaints).

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

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

Not applicable.

13. Background Papers

Nil

Appendix 1

Summary of complaints and compliments
1 April 2025 – 30 June 2025

Complaints received

	Total	Chief Executive	Deputy Chief Executive	Executive Director	Monitoring Officer	LL Leisure
Number of Stage One complaints	163	109	14	40	0	0
No. of complaints concluded under Stage Two	25	24	0	1	0	0
No. of complaints determined by the Ombudsman	3	2	0	1	0	0

Breakdown of complaints and compliments by department and section**Chief Executive's department**

Service Areas	Stage 1 Complaints	Stage 2 Complaints	Ombudsman Complaints	Compliments
Communities	0	0	1	0
Development Control	7	2	0	0
Housing and Income	11	1	0	17
Housing Repairs	47	10	1	9
Housing Operations	41	9	0	12
Housing Strategy	0	0	0	3
Environmental Health	3	2	0	0
Total	109	24	2	41

Deputy Chief Executive's Department

Service Areas	Stage 1 Complaints	Stage 2 Complaints	Ombudsman Complaints	Compliments
Customer Services	1	0	0	0
Capital Works	5	0	0	0
Revenues	8	0	0	0
Total	14	0	0	0

Executive Director's Department

Service Areas	Stage 1 Complaints	Stage 2 Complaints	Ombudsman Complaints	Compliments
Environment	3	0	0	8
Waste and Recycling	34	0	0	0
Bereavement	1	0	1	9
Information Governance	2	1	0	0
Total	40	1	1	17

Monitoring Officer's Department

Service Areas	Stage 1 Complaints	Stage 2 Complaints	Ombudsman Complaints	Compliments
Democratic Services	0	0	0	0
Total	0	0	0	0

Liberty Leisure Ltd

Service Area	Stage 1 Complaints	Stage 2 Complaints	Ombudsman Complaints	Compliments
Kimberley Leisure Centre	0	0	0	0
Bramcote Leisure Centre	0	0	0	0
Chilwell Leisure Centre	0	0	0	0
Total	0	0	0	0

STAGE 1 - FORMAL COMPLAINTS TO THE SERVICE DEPARTMENT**Time taken to acknowledge receipt of stage one complaints:**

	Total	Chief Executive	Deputy Chief Executive	Executive Director	Monitoring Officer	Liberty Leisure
Time taken to acknowledge complaints – 1 to 5 days	163	109	14	40	0	0
Time taken to acknowledge complaints - more than 5 days	0	0	0	0	0	0

Time taken to respond to stage one complaints:

	Total	Chief Executives	Deputy Chief Executive	Executive Director	Monitoring Officer	Liberty Leisure Ltd
Less than 10 working days	153	99	14	40	0	0
Over 10 working days	10	10	0	0	0	0

Directorate / Section	Chief Executive	
	Number responded to outside of 10 working days	Number of complaints where an was extension sort
Housing Operations	10	10
TOTAL	10	10

Appendix 2

Stage 2 - Formal Complaints

25 formal complaints have been responded to in the first quarter; all of which were acknowledged within the 5 working day timescale, and 95% were responded to within the 20 working day timescale. The complainant was notified that the initial 20 working day deadline could not be met. An extension was required to a stage 2 complaint due to conflicting information and records on the Housing Repairs system.

Reasons for the delays include:

- Further information being required from the complainant.
- Further information being required from the department complained about.
- Complexity of the complaint including in-depth research required.
- Resource issues.

Time taken to respond to stage two complaints:

	Total	Chief Executives	Deputy Chief Executive	Executive Director	Monitoring Officer	Liberty Leisure Ltd
Less than 20 working days	25	24	0	1	0	0
Over 20 working days	0	0	0	0	0	0

Planning**1. Complaint against Planning**

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Planning Team were incorrectly calculating the number of Houses in Multiple Occupation in a certain area and incorrectly provided this information to the Planning Inspectorate.

Council's response

It was determined that an appropriate level of service was provided as the Planning Team have provided the necessary information to the Planning Inspectorate when required. The Planning Inspectorate had ultimately made a judgement based on their interpretation of this information.

The Planning Team correctly used the Supplementary Planning Document (SPD) to calculate Houses in Multiple Occupation (HMO) density.

Assistant Director Comments

The Planning Team had correctly assessed the number of HMOs in the area based on the SPD. This was provided to the Planning Inspectorate when required.

2. Complaint against Planning

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Planning Team incorrectly approved a change in a planning application under Section 73 and 96a of the Town and Country Planning Act.

Council's response

It was determined that an appropriate level of service was provided as the Planning Team had appropriately considered the revised application in line with Section 73 and 96a of the Town and Country Planning Act.

The revised application and changes to construction materials were correctly regularised by the amended applications.

The Planning Committee further reviewed this amended application and determined that it was appropriate. This was subsequently formally approved by the Committee.

Assistant Director Comments

The Planning Team had correctly assessed the application. This was ultimately approved by the Council's Planning Committee.

Housing Repairs**1. Complaint against Housing Repairs**

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Repairs Team did not correctly notify them, as a leaseholder, of the works that were required to a block of flats and that access was required to their garden. Additionally, the complainant's complaint was not escalated correctly by the Housing Repairs Team.

Council's response

It was determined that an appropriate level of service was not provided as the Housing Repairs Team did not inform the complainant of the necessity to access their garden to complete works for a Council Tenant.

The Housing Repairs Contractor entered the garden, without permission or notification, to install a drain on the communal land to prevent a damp issue at a Council property. The Housing Repairs Team did not comply with Clause 3 (g) of the complainant's leasehold to provide them with three days' notice before the works were undertaken.

The Council also recognises that the complainant's stage 2 complaint request was not correctly progressed by the Housing Repairs Team. Due to an administrative error, the complaint was not correctly passed to the Complaint Team which resulted in a 6-month delay in the complaint being escalated.

An apology and £500 compensation was offered and accepted.

Assistant Director Comments

It is recognised that the Housing Repairs Team did not correctly comply with the clauses of the Leaseholders lease. Furthermore, the Housing Repairs Team did not escalate the complainant's complaint correctly.

Complaint Team Recommendations/actions

- The Housing Repairs Team has been reminded of their responsibility to notify Leaseholders as per the Clauses set out in their leases.
- The Housing Repairs Team has been reminded of their responsibility to affectively communicate with Leaseholders where access and works are required.
- The Housing Repairs Team has been reminded of the importance of escalating complaints in a timely manner and to avoid delays in line with the Complaints Policy and Complaint Code.

2. Complaint against Housing Repairs

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Housing Repairs Team have not dealt with a damp and mould issue which had left them unable to reside at their property.

Council's response

It was determined that an appropriate level of service was provided as the Housing Repairs Team had appropriately provided remedies to the issues identified relating to the damp and mould during previous complaint investigations.

Furthermore, there was no evidence that suggested that the complainant had been unable to live at their property. While works had been undertaken at the property, these works did not require the complainant to move out.

Assistant Director Comments

All works to remove the damp and mould had been completed. There has been no further reports of this returning and no evidence that suggested that they were unable to live at the property.

3. Complaint against Housing Repairs

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Repairs Team did not deal with a damp and mould issue at their property, which included repairing the loft space.

Council's response

It was determined that an appropriate level of service was not provided as the Housing Repairs Team did not proactively monitor the requirement for the loft works to be rescheduled.

Furthermore, the Housing Repairs Team used incorrect information in the response of the stage 1 complaint by stating that delays occurred in the damp inspection due to access issues.

The Council records highlight that the works to remove the damp and mould from the bathroom have been undertaken in a timely manner.

The Council had appropriately removed the mould from the complainant's bathroom when reported. When it was indicated that this had returned, a full damp inspection was performed by the Council's specialist damp and mould contract. It had been reported that condensation is causing the mould to grow in your bathroom.

The Housing Repairs appropriately inspected the roof and undertook the necessary repairs. However, they were unable to check the loft space as recommended by the specialist damp and mould contractor as the complainant had to leave the property.

A additional inspection was not booked by the Housing Repairs Team which caused delays. The remaining works were booked and undertaken by the Housing Repairs Team.

An apology and £250 compensation was offered and accepted.

Assistant Director Comments

The Council recognises the inconvenience caused by not correctly monitoring the necessity to rebook the loft works.

Complaint Team Recommendations/actions

- The Housing Repairs Team has been reminded of their responsibility to proactively book repairs that cannot be completed on the same day and to monitor these actions until their completion.
- The Housing Repairs Team has been reminded of their responsibility to ensure that they are using accurate information when compiling complaint responses.

4. Complaint against Housing Repairs

Response – 20 working days

Complaint upheldComplaint

The complainant contacted the Council and complained that the Housing Repairs Team did not deal with an issue of water hammer in timely manner.

Council's response

It was determined that an appropriate level of service was not provided as the Housing Repairs Team did not proactively book an inspection to review the water hammer when this was registered as part of the stage 1 complaint.

Furthermore, the Council's record keeping has been substandard as there is an instance in which the records do not indicate that an inspection took place.

An apology and £750 compensation was offered and accepted. All further works to the water hammer were booked and undertaken.

Assistant Director Comments

The Council recognises the inconvenience caused by not correctly monitoring the necessity to review the water hammer.

Complaint Team Recommendations/actions

- The Housing Repairs Team has been reminded of their responsibility to resolve repairs in the first visit. Where this cannot be undertaken, the Housing Repairs Team have been reminded of their responsibility to proactively book and track the repairs until their completion.

5. Complaint against Housing Repairs

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Repairs Team did not deal with an issue of damp and mould at their property by removing their loft vents. Additionally, a damp survey was undertaken at the property but the results were not shared with the complainant.

Council's response

It was determined that an appropriate level of service was not provided as the Housing Repairs Team had not recorded the reason for the complainant's loft vents being removed in the first instance.

As these vents had been removed, this may have been affecting the damp and mould at the property. These vents were correctly reinstalled. Furthermore, the Council recognises that by not providing the complainant with the outcomes of the damp surveys the complainant was unable to make an informed decision regarding the condensation at the property and how to treat this.

An apology and £2,000 compensation was offered and accepted.

Assistant Director Comments

The Council recognises the inconvenience caused by not sharing the results of the damp surveys and not recording the reasoning for initially removing the vents at the property.

Complaint Team Recommendations/actions

- The Housing Repairs Team has been reminded of their responsibility to provide individuals with the outcome of damp surveys to ensure that they are fully informed of issues identified. This would allow individuals to make informed decisions on how damp and mould can be maintained.

6. Complaint against Housing Repairs

Response – 20 working days

Complaint upheldComplaint

The complainant contacted the Council and complained that the Housing Repairs Team did not deal with a faulty hot water system in timely manner.

Council's response

It was determined that an appropriate level of service was not provided as there had been protracted delays in Housing Repairs Team repairing the issue with the heating and hot water.

While works had been undertaken to the heating and hot water, these works had failed, and the operatives did not fully repair the issue for a 3-month period. Furthermore, the

Housing Repairs Team did not proactively book or monitor the works required to the heating and hot water which further exacerbated the delays in the full repair being undertaken.

The Council recognises that by not repairing the issues in the first instance, this caused significant delays in the heating and hot water working correctly.

An apology and £1,500 compensation was offered and accepted.

Assistant Director Comments

The Council recognises the inconvenience caused by not repairing the hot water system in the first instance.

Complaint Team Recommendations/actions

- The Housing Repairs Team has been reminded of their responsibility to:
- Resolve repairs in the first visit. Where this cannot be undertaken, the Housing Repairs Team have been reminded of their responsibility to proactively book and track the repairs until their completion.
- Ensure that works are booked in a timely manner to ensure that these are completed promptly.

7. Complaint against Housing Repairs

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Housing Repairs Team did not repair the window locks at their property in a timely manner.

Council's response

This complaint could not be investigated as the complainant had an active disrepair claim open regarding the same issue. The Council's Complaints Policy states:

"A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:

- The issue giving rise to the complaint occurred over twelve months ago.
- Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.
- Matters that have previously been considered under the complaints policy."

Assistant Director Comments

N/A

8. Complaint against Housing Repairs

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Housing Repairs Team did not deal with a returning leak in timely manner.

Council's response

It was determined that an appropriate level of service was provided as the Housing Repairs Team had attended the complainant's property and neighbour's property in a timely manner to repair the leaks.

There was no evidence to suggest that the Housing Repairs Team had acted inappropriately when responding to the leaks. The leaks had been repaired on the same day or the following day of reporting and remedial works had been undertaken in a timely manner.

While the Council had taken action to work with the tenant regarding the leaks and the issues had been referred to the relevant safeguarding teams, the Council were unable to provide the exact works or outcomes of these actions due to data protection with the complainant.

Assistant Director Comments

The Housing Repairs Team act promptly when the repairs were reported. Additional support was being provided to the tenant and their property where the leaks occurred.

9. Complaint against Housing Repairs

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Repairs Team did not deal with an issue of damp and mould at their property correctly. Furthermore, the decant property offered to them while the damp works were undertaken was not appropriate.

Council's response

It was determined that an appropriate level of service was not provided as the Housing Repairs Team did not offer the complainant an appropriate decant property.

Furthermore, the Housing Repairs Team only offered one option for the decant property despite it not being suitable for the complainant's needs and no further action was taken. This caused the complainant to obtain an alternative arrangement.

The Council recognised that the issue of damp and mould has been persisting at the property for a number of years and it had taken an extended time to resolve this.

While works had been undertaken, follow up actions were required to fully resolve the issues.

An apology and £2,500 compensation was offered and accepted.

Assistant Director Comments

The Council recognises the inconvenience caused by not offering an appropriate decant property in the first instance. Furthermore, the damp and mould issue should not have been delayed in its repair.

Complaint Team Recommendations/actions

- The Housing Repairs Team has been reminded of their responsibility to offer appropriate temporary accommodation in the first instance. Where this cannot be met, the Housing Repairs Team have been reminded to proactively look for alternative arrangements.

10. Complaint against Housing Repairs

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Repairs Team escalated their gas safety checks to the Legal Department following several access issues.

Council's response

It was determined that an appropriate level of service was not provided as the Housing Repairs Teams did not correctly explain the legal letter that was issued to the complainant due to requiring access to their property to ensure it was compliant with gas safety.

While the Council were obligated to issue the letter to ensure that the property was compliant with gas safety, the process and the legal letter could have been explained more clearly by the Housing Repairs Team.

An apology was offered.

Assistant Director Comments

The Council recognises the inconvenience caused by correctly explaining the legal process and the distress this may have caused.

Complaint Team Recommendations/actions

N/A

Housing Income

1. Complaint against Housing Income

Response – 20 working days

Withdrawn

Complaint

The complainant contacted the Council and complained that the Housing Income Team were inappropriately contacting them about their rent account.

Council's response

This complaint was withdrawn during the course of the investigation.

Assistant Director Comments

N/A

Housing Operations

1. Complaint against Housing Operations

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Housing Operations Team did not correctly investigate their complaints of Anti-Social Behaviour and opened cases against them.

Council's response

It was determined that an appropriate level of service was provided as the Housing Operations Team are obligated to investigate issues of Anti-Social Behaviour when they are raised.

On the occasion that complaints had been raised against the complainant, the Council were required to investigate these issues. There was no evidence to suggest the Housing Operations Team have acted inappropriately when opening Anti-Social Behaviour cases against the complainant.

The issues the complainant had raised had been appropriately investigated. However, due to the lack of evidence, these issues could not be progressed.

Assistant Director Comments

The Council had acted appropriately and inline with Policies to investigate the Anti-Social Behaviour reports.

2. Complaint against Housing Operations

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Housing Operations Team did not correctly consult them on their Independent Living accommodation transferring to General Needs. Furthermore, the Housing Operations Team had not correctly recorded their medical issues.

Council's response

It was determined that an appropriate level of service was provided as the Council had appropriately consulted on the redesignation of their property from Independent Living to General Needs in 2022.

During the consultation process, the Housing Department offered the complainant alternative accommodation in an Independent Living Scheme. However, the complainant chose to stay at their current property.

The Council had requested applicants to submit new applications on the Homechoice system in order for the most up to date information to be registered and used when determining the new applications.

In this instance, the complainant's application was not updated until April 2025, the Council was unable to use their most up to date information to determine their housing band.

Furthermore, the information that had been submitted did not support that their banding requires increasing.

Assistant Director Comments

The Council had acted appropriately when consulting with the individual.

3. Complaint against Housing Operations

Response – 20 working days

Withdrawn

Complaint

The complainant contacted the Council and complained that the Housing Operations Team had not investigated an issue of cats causing a mess in a communal area.

Council's response

This complaint was withdrawn during the course of the investigation.

Assistant Director Comments

N/A

4. Complaint against Housing Operations

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Operations Team incorrectly removed items from a communal area before the expiry of a formal Notice.

Council's response

It was determined that an appropriate level of service was not provided as the Tenancy Services Team removed items from a communal area before the prescribed deadline had expired.

While the Tenancy Services Team had provided the correct notices, it was not appropriate for the Tenancy Services Team to remove the items before the expiry of the Notice.

An apology was offered.

Assistant Director Comments

The Council recognises the inconvenience and distress caused by removing the items from the communal area before the expiry of the Notice.

Complaint Team Recommendations/actions

- The Tenancy Services Team have changed the process of hand delivering Notices to all residents to ensure that individuals are given the full amount of time of the Notice.
- The Tenancy Services Team have changed the process of removing items stored in the communal areas. Items will now be removed and stored, without being disposed of, until the full amount of time given in the Notice has expired. The Tenancy Services Team will notify residents of where these items have been stored and how to collect them, should they wish to.

5. Complaint against Housing Operations

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Operations Team delayed a decision as to whether they were able to retain their XL Bully dog at their property.

Council's response

It was determined that an appropriate level of service was not provided as there had been delays in the Council providing the complainant with clarity in the decision made as to whether they were able to keep their XL Bully dog at the property.

The delays to the decision as to whether they were able to keep the dog at the property occurred due to the change in law which did not match the Council's Pet Policy at the time.

The Tenancy Services Team used their discretion to allow the complainant to move into a property and retain the dog.

Furthermore, there was a delay in the Tenancy Options Team registering the complaint.

An apology was offered.

Assistant Director Comments

The Council recognises the inconvenience and distress caused by delay the decision as to whether the complainant's dog could be kept.

Complaint Team Recommendations/actions

- The Tenancy Services Team has been reminded of the importance of escalating complaints in a timely manner and to avoid delays in line with the Complaints Policy and Complaint Code.
- The Tenancy Services Team has been reminded of their responsibility to provide advise regarding tenancy issues in a timely manner.

6. Complaint against Housing Operations

Response – 20 working days

Complaint upheldComplaint

The complainant contacted the Council and complained that the Housing Operations Team did not correctly assess their homelessness application.

Council's response

It was determined that an appropriate level of service was provided as the Housing Options Team considered the application in line with the evidence that had been provided.

The evidence provided through Citizens Advice demonstrated that the complainant did not have a local connection with the Council and therefore were not in priority need of housing.

Furthermore, the evidence provided highlighted that the complainant had a local connection with Milton Keynes Council as they had previously resided there for 6 of the last 12 months.

The information provided through Citizens Advice demonstrated that the complainant had a local connection with Milton Keynes Council and they were subsequently referred to them.

Assistant Director Comments

The Council had correctly assessed the complainant's homelessness application in line with Legislation and internal Policies.

7. Complaint against Housing Operations

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Operations Team did not correctly assess their housing application.

Council's response

It was determined that an appropriate level of service was not provided as the Housing Allocations Team had not provided the complainant with the appropriate communication surrounding their housing application.

Furthermore, the Housing Allocations Team closed the complainant's application inappropriately due to a misunderstanding surrounding their employment and how it would affect their local connection.

The Housing Allocations Team did not proactively contact the complainant to resolve the confusion surrounding their local connection.

The Council recognised that the application had been delayed due to the Housing Allocations Team not reviewing the application with the updated information for the complainant's local connection.

An apology and £500 compensation was offered and accepted. The housing application was reopened.

Assistant Director Comments

The Council recognises the inconvenience and distress caused by not proactively checking the information provided by the complainant.

Complaint Team Recommendations/actions

- The Housing Allocations Team have been reminded to communicate effectively with individuals.
- The Housing Allocations Team have been reminded to proactively investigate and contact individuals on the Homechoice system where the evidence remains unclear.
- The Housing Allocations Team have been reminded of their responsibility to review applications on the Homechoice system to avoid unnecessary delays.

8. Complaint against Housing Operations

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Housing Operations Team were harassing them by asking them to remove rubbish from their garden, asking them to remove a doorbell camera and wanting to discuss the language used against Council employees.

Council's response

It was determined that an appropriate level of service was provided as the Tenancy Services Team had contacted the complainant for issues relating to their tenancy.

The Tenancy Services Team are obligated to investigate issues when concerns are raised.

As the issue of the doorbell camera, language used to the Housing Repairs Team and the items/rubbish in the complainant's garden were reported, these required investigation by the Tenancy Services Team.

There was no evidence to suggest that the Tenancy Services Team had treated the complainant unfairly or had acted inappropriately when investigating these issues.

Assistant Director Comments

The Council had acted appropriately and in line with Policies to investigate the Anti-Social Behaviour reports.

9. Complaint against Housing Operations

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Housing Operations Team had requested that they stop parking their car on a communal pathway leading to a block of flats. Additionally, the stage 1 complaint response accused them of laying slabs near the pathway to extend it to a driveway.

Council's response

It was determined that an appropriate level of service was not provided as the Housing Department had included factually incorrect information in the stage 1 complaint response.

The Housing Department, as part of the stage 1 complaint response, stated that the complainant had install additional slabs to create a driveway out of the existing pathway. However, these slabs were in place before the start of the complainant's tenancy.

As the slabs were in place before the complainant's tenancy, the Council recognises that this information has given them the impression of being falsely accused of undertaking this action.

There was not evidence to suggest that the Tenancy Services Team have acted inappropriately when requesting that the complainant does not park on the pathway.

The pathway is the communal entrance to the block flats. It has been reported to the Tenancy Services Team that this is causing an obstruction to other residents. As this has been formally reported, the Tenancy Services Team were obligated to investigate this issue.

The Tenancy Services Team had concluded that by parking on the footpath, this is causing an obstruction to the other residents and a request was made that the complainant does not continue to do this.

Assistant Director Comments

The Council had acted appropriately and in line with Policies to request that the complainant does not park on the communal pathway. However, it is recognised that distress was caused by accusing the complainant of creating the driveway in the first instance.

Complaint Team Recommendations/actions

- The Housing Department has been reminded to only include factual information in the responses to complaints.

Environmental Health1. Complaint against Environmental Health

Response – 20 working days

Complaint not upheld

Complaint

The complainant contacted the Council and complained that the Private Sector Housing Team inappropriately served them with an Improvement Notice due to the condition of the property they rented as a landlord.

Council's response

It was determined that an appropriate level of service was provided as the Private Sector Housing Team have appropriately contacted the complainant following concerns raised by their tenants.

The correspondence between the Private Sector Housing Team and the complainant had been polite and factual and there was no evidence to suggest that any of the correspondence had been inappropriate.

The Private Sector Housing Team used the relevant information, including site visits, information provided by the complainant's tenant and the complainant to form their conclusion.

The Private Sector Housing Team deemed it to be necessary to issue the complainant with an Improvement Notice due to the condition of your property.

The Private Sector Housing Team had issued the complainant with the necessary guidance in order to improve the condition of their property and how to comply with the Improvement Notice.

Assistant Director Comments

The Council had acted appropriately and in line with Policies to investigate the condition of the property.

2. Complaint against Environmental Health

Response – 20 working days

Complaint upheldComplaint

The complainant contacted the Council and complained that the Environmental Health Team had not investigated their complaints of Anti-Social Behaviour correctly.

Council's response

It was determined that an appropriate level of service was not provided as the Environmental Health Team had not appropriately managed the complainant's expectations in relation to actions that could be undertaken as part of their Anti-Social Behaviour (ASB) case.

Furthermore, there was a delay in the Environmental Health Team issuing a Community Protection Warning (CPW) and Community Protection Notice (CPN) which led to additional delays in the preventative action being undertaken.

Additionally, the Environmental Health and Communities Teams inappropriately passed the responsibility of the case between themselves instead of collaborating more effectively in jointly resolving the issues. This resulted in complainant having to contact multiple different departments which further led to their distress and confusion.

As two teams of the Council, it was a reasonable expectation that one team (albeit a Team that required collaboration from other Council departments) would need to be contacted in order to progress any issues with the ASB case.

An apology and £3,000 compensation was offered and accepted.

Assistant Director Comments

The Council recognises that the appropriate action was not undertaken correctly which led to delays and distress of the complainant.

Complaint Team Recommendations/actions

- The Environmental Health and Communities Teams have been reminded of their responsibility to appropriately communicate with individuals.
- The Environmental Health and Communities Teams have been reminded to appropriately manage an individual's expectations.
- The Environmental Health and Communities Teams have been reminded to appropriately collaborate to ensure that individuals are supported throughout the ASB process.
- The Environmental Health and Communities Teams have been reminded to issue Notices in a timely manner where clear breaches have been identified and informal approaches to resolve matters have failed.
- The Environmental Health and Communities Teams have been reminded of their responsibilities to identify vulnerability as a potential factor in ASB cases. Where vulnerabilities have been identified the Environmental Health and Communities Teams should look to take these into account in expediting any actions in accordance with the Council's policies.

Information Governance

1. Complaint against Information Governance

Response – 20 working days

Complaint upheld

Complaint

The complainant contacted the Council and complained that the Information Governance Team had not released the requested data as part of a Freedom of Information request.

Council's response

It was determined that an appropriate level of service was not provided as the Information Governance Team had incorrectly identified the requested information relating to the outcomes of complaints/accusations made against the Council's Senior Management Team as being exempt due to it containing personal data.

Furthermore, the Information Governance Team did provide the complainant with the correct Decision Notice for this refusal as required by the Freedom of Information Act.

The data was subsequently release as part of the stage 2 complaint response.

An apology was offered to the complainant.

Assistant Director Comments

The Council recognises that the information was incorrectly withheld in the first instance and the correct Decision Notice was not provided which led to confusion.

Complaint Team Recommendations/actions

N/A

Appendix 3

**STAGE 3 – COMPLAINTS TO THE LOCAL GOVERNMENT OMBUDSMAN (LGO) /
HOUSING OMBUDSMAN (HO)****Stage 3 - Ombudsman Complaint****1. Complaint against Communities (complaint concluded in 2024/25)****Complaint not Upheld.**Complaint

The concern raised was that the Council issued a Community Protection Warning, followed by a further warning of a Community Protection Notice, without any evidence against the complainant.

Ombudsman's conclusion

The LGO found that a Community Protection Notice was issued, which could have appealed in court. Based on this evidence, the LGO have discontinued the investigation.

2. Complaint against Bereavement Services (complaint concluded in 2024/25)**Complaint not Upheld.**Complaint

The concern raised was that the complainant's memorial garden on their father's grave needed to be removed.

Ombudsman's conclusion

The LGO found that there was insufficient evidence of fault by the Council to warrant an investigation.

3. Complaint against Housing Repairs (complaint concluded in 2024/25)**Complaint Upheld.**Complaint

The concern raised was the Housing Repairs Team handling of reports of a drain blockage.

Ombudsman's conclusion

The HO found that while the Council's repair responses were mostly timely, its failure to follow up a repair following access issues caused distress and inconvenience to the resident. It also failed to consider an escalated response given the repeated issue and the

resident's vulnerabilities. Finally, it failed to address the resident's concerns about communication and the safety of their property.

The HO ordered the Council to undertake a £300 compensation payment which has been completed.

Report of the Interim Chief Executive

Local Government Reorganisation

1. Purpose of Report

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

2. Recommendation

Cabinet is asked to NOTE the report.

3. Detail

3.1 Public Events

Since the last Cabinet update on Local Government Reorganisation (LGR), the Council has hosted two public engagement events, delivered by Senior Officers. These sessions provided residents with an opportunity to gain a clearer understanding of the options currently under development and to ask questions about the potential impact on Broxtowe.

The events were held as follows:

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

Attendance was strong with 49 attendees at the Beeston event and 45 attendees at the Eastwood session. Feedback received was consistent with previous engagement activity, particularly concerning two key themes:

1. Financial position of Nottingham City Council.
2. Criteria being used to evaluate the various LGR proposals.
3. Distribution of Councillors under the new authorities and the weighting towards the City.
4. Concerns raised over transparency of the proposals being developed.
5. Issues raised about the quality of services provided by Nottingham City Council.
6. Ensuring that local connection and feeling is considered, supporting the Parish and Town Councils.

Where possible, Senior Officers provided detailed analysis to address these concerns and encouraged participants to complete both the county-wide survey and the Broxtowe-specific questions to ensure local views are fully represented.

3.2 Community Engagement Exercise

The county-wide engagement exercise closed on 14 September 2025. For Broxtowe residents, the survey was distributed to every household in the Borough and included additional questions focused on Broxtowe-specific options, particularly for Options 1b and 1e.

At the time of writing this report:

- Over 15,000 responses have been received county-wide.
- Over 6,000 responses specifically addressed the Broxtowe questions.

Updated figures will be provided at the meeting. A more detailed analysis will also follow and be presented to Cabinet on 4 November 2025.

3.3 Option 1e (City/Rushcliffe/Broxtowe)

Working groups for Option 1e continue to meet on a fortnightly basis, with each workstream developing the supporting rationale and business case for this model.

Although Broxtowe Borough Council does not support any option, Council Officers are actively involved in relevant workstreams. This ensures Broxtowe's interests are represented, and appropriate influence is exerted throughout the business case development process.

3.4 Option 1b – (City/Gedling/Broxtowe)

Following Nottinghamshire County Council's decision on 2 September 2025 to progress a business case for Option 1b, this group is now expected to become more active.

Broxtowe Borough Council has identified an Officer to engage with this process and will adopt the same approach taken with Option 1e. This will involve participating constructively in workstreams to ensure the Borough's perspective is considered and safeguarded.

3.5 City Council extended boundary option

Nottingham City Council continues to develop its extended boundary proposal. It is anticipated that further details will be available before the date of the Cabinet meeting.

Internal preparations are underway to identify a Broxtowe Officer to participate in discussions, should this proposal progress, mirroring the approach taken for Options 1b and 1e.

Broxtowe Borough Council's position remains clear and consistent that the Council will not support any proposal that would see Broxtowe Included in a wider City unitary authority.

3.6 Finance Officer Group

Nottinghamshire Finance Officers continue to work together to provide consistent and appropriate information that will be utilised on all three options currently being developed. This includes working with PwC and CIPFA as part of the modelling, using all appropriate Council data, to ensure an accurate position is established and included within all options.

3.7 Internal Working Group

The group is responsible for coordinating the Council's contributions to transition workstreams, ensuring that Broxtowe's interests are represented throughout. It will also develop and maintain a local implementation plan that aligns with the wider LGR programme, while ensuring compliance with all relevant regulations and government requirements.

A central focus of the group's work is to ensure that services and systems are ready for the new arrangements and beyond. This includes maintaining continuity of everyday operations while managing the complexities of transition. The group will also review and address resource requirements, including staff capacity and financial implications, to ensure the programme is fully supported.

The Internal Working Group will provide assurance to Cabinet that Broxtowe Borough Council is well positioned to navigate the challenges of reorganisation while continuing to deliver high-quality services to its residents and businesses.

The group met on 3 September 2025 and will meet fortnightly.

3.8 Following on from 2 September 2025 Cabinet, the Chief Executive wrote to the MPs regarding Local Government Reorganisation. The response from Juliet Campbell MP is in the appendix.

4. Financial Implications

The comments from the Interim Deputy Chief Executive and Section 151 Officer 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

There were no comments from the Human Resources Manager.

7. Union Comments

The Union comments were as follows:

It is probably too early at this stage to make any firm comments until the situation affecting members of staff are fully known. Regular engagement with staff to make them aware of progress and to seek their views on these important proposals is essential to maintaining good staff morale moving forward. We do accept that as the LGR progresses then the implications on staff will be clearer and then we feel that relevant feedback from Unison will thus be provided.

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 which the Council has signed. This document sets 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

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HOUSE OF COMMONS

LONDON SW1A 0AA

Zulf Darr
Deputy CEO
Broxtowe Borough Council
Foster Road
NG9 1AB

11 September 2025

Dear Zulf

Re: ZD/AL Request from Broxtowe Borough Council Cabinet for views on Local Government Reorganisation (LGR)

I hope you are well.

Thank you for your letter dated Friday 5th September requesting my views on Local Government Reorganisation (LGR) written on behalf of your Cabinet.

As outlined in my statement on 4 August 2025, the MPs' views are not being sought. The process of putting forward viable options is purely a local government/local council responsibility, as is supporting a decision which represents their preferred option(s). Would you let me know what the option is being put forward by Broxtowe Borough Council?

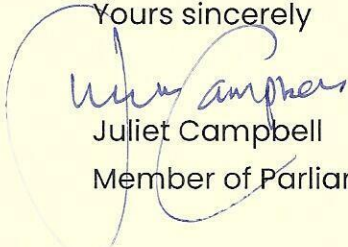
I would like to understand the Cabinet's view on what LGR options they are putting forward. To date, I have not seen any view other than general opposition to any kind of LGR.

In February of this year, the Government invited all councils across two-tier areas to work with other councils in their areas to formulate proposals to be considered over the summer. What proposals have been put forward by the Cabinet?

It is vital that our local council leaders work hard to ensure that Broxtowe has a 'seat at the table' and does not miss out on opportunities for partnership working to deliver crucial services.

I have attached a copy of my statement for ease of reference.

Yours sincerely



Juliet Campbell

Member of Parliament for Broxtowe



Statement by Juliet Campbell MP on Local Government Reorganisation August 2025

The Government put forward a White Paper on English Devolution in December 2024.

In Broxtowe, we currently have two-tier authorities where some services are provided by the Broxtowe Borough Council, and others by Nottinghamshire County Council.

The Government plans to abolish existing authorities in areas with two-tier authorities and establish new unitary authorities. Simpler structures can lead to better outcomes for residents, improved local accountability and savings which can then be reinvested in public services.

Local authorities were asked by the Government in February 2025 to put forward their proposals for the new unitary authority by November 2025. The Government invited all local authorities to hold consultations with residents while forming their proposals.

Today, the nine councils in Nottingham and Nottinghamshire have published their official consultation for residents. It is open until Sunday 14th September 2025. I strongly urge all constituents to fill this out and share your thoughts. I have put the link in the comments below.

As your MP, I do not submit a proposal about what the new authority should look like, that is what local councils have been asked to do.

It is my stance that whatever the new authorities look like that they are beneficial for all my constituents in Broxtowe and that resident's voices are at the heart of the new authority.

My hope is that Broxtowe Borough Council puts forward a proposal that will be the best for my constituents in Broxtowe and will ensure that Broxtowe gets the best services and investment.

I feel strongly that Broxtowe should not be split up or segmented into different parts, such as Beeston, Stapleford and Bramcote joining a new Nottingham City authority while the rest of the borough joins a new Nottinghamshire County authority. Our borough has its own unique character, people and spaces and should not be divided.

I strongly encourage all constituents to complete the joint consultation and share your thoughts on how local government reorganisation should look for Broxtowe.

Report of the Portfolio Holder for Resources and Personnel Policy

Grants to Voluntary and Community Organisations, Charitable Bodies and Individuals Involved in Sports, the Arts and Disability Matters 2025/26

1. Purpose of Report

To consider requests for grant aid in accordance with the provisions of the Council's Grant Aid Policy.

2. Recommendation

Cabinet is asked to consider the requests and RESOLVE accordingly.

3. Detail

Details of the grant applications received are included in the **Appendix** for consideration. The amount available for distribution in 2025/26 is as follows:

	£
Revenue Grant Aid Budget	168,800
Less: Provision for rent awards and related expenses	(53,300)
Less: Grant Awards to Date	(102,465)
BALANCE AVAILABLE FOR DISTRIBUTION	<u>13,035</u>

4. Key Decision

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:

Any grant awards will be met from the grant aid budget shown above. Members are reminded that they will need to suitably constrain grant awards in 2025/26 if the budget is not to be exceeded.

The total 'cash' grants requested in this report is £3,500 with the additional sums requested in this report, when compared to the previous year, amounting to £1,250 if all applications are fully supported.

7. Legal Implications

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

The Council is empowered to make grants to voluntary organisations by virtue of Section 48 Local Government Act 1985 (as well as other legislation). Having an approved process in line the legislation and the Council's Grant Aid Policy will ensure the Council's compliance with its legal duties.

8. Human Resources Implications

Not applicable.

9. Union Comments

Not applicable.

10. Climate Change Implications

There are no climate change implications identified in relation to this 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 policy an equality impact assessment is not required.

13. Background Papers

Nil.

Appendix 1

Applications

The following grant application has been received for consideration:

		<u>Previous Year Grant Award</u> £	<u>Current Year Grant Request</u> £
5th Stapleford Scout Group	1	4,500	5,750

1. 5TH STAPLEFORD SCOUT GROUP

5th Stapleford Scout Group was established in 1964 and is currently based at Stapleford House, Wesley Place in Stapleford. The Group currently has around 120 members of all ages (scouts, cubs, beavers, leaders and voluntary helpers), the majority of whom are residents of Broxtowe. The aim of the 5th Stapleford Scout Group is to provide activities within the scout association organisation. The Group provides a safe and fun environment for children aged between 4 and 18 to learn new skills, meet new people, have adventure and develop themselves.

5th Stapleford Scout Group is due to relocate to the new Community Pavilion at Hickings Lane in Stapleford in October 2025.

Financial Information

For the year ended 29 February 2024, income of £10,017 (2023: £18,754) was generated from membership fees, grants, donations and fundraising and other activities. Expenditure amounted to £10,311 (2023: £19,310) and included equipment, badges, maintenance, insurance and the cost of activities and events. Cash and bank balances as at 29 February 2024 were £13,935.

More recent financial statements are not currently available as the group has changed its financial year end to 30 September. The group has however indicated its current reserves to be £16,469.

Grant Request

The Council has regularly supported the 5th Stapleford Scout Group for many years with grant aid towards its rental obligations. The grants awarded in the past four years were as follows:

2024/25	£4,500
2023/24	£4,500
2022/23	£4,500
2021/22	£4,500

For 2025/26, the 5th Stapleford Scout Group has requested a grant of £5,750.

Of this request, £2,250 is to cover the market rental of the accommodation at Stapleford House for the period April to September 2025. This element of the potential grant award would have no effect on the Council's overall budget, with the award being matched in the Council's premises income budget.

The remaining £3,500 is to cover the market rental of the accommodation at the new pavilion at Hickings Lane, Stapleford, for the remainder of the financial year. As the rental income is due to Liberty Leisure Limited, rather than the Council, this would be a cash grant payable to 5th Stapleford Scout Group.

Such an award would be in line with the Council's Grant Aid policy for the following key reasons:

- The services provided by 5th Stapleford Scout Group benefit Broxtowe residents and are complementary to the services provided by the Council.
- The activities of 5th Stapleford Scout Group provide educational and cocurricular benefits to local children and young people.
- Uniformed Groups such as 5th Stapleford Scout Group are a specific category of organisation welcomed to apply for grant aid.

Report of the Portfolio Holder for Resources and Personnel Policy

Grant Aid Requests from Parish/Town Councils

1. Purpose of Report

To consider requests for grant assistance in accordance with the protocol for the consideration of grant aid to parish and town councils.

2. Recommendation

Cabinet is asked to consider the requests and RESOLVE accordingly.

3. Detail

A number of grant requests from parish and town councils have been received, as follows:

- Kimberley Town Council with two requests for up to £2,640 towards the cost of traffic management and security for its Remembrance Sunday Event 2025; and for up to £3,485 towards the cost of traffic management, security and first aid for the Kimberley Christmas Market 2025.
- Stapleford Town Council with a request for up to £2,170 towards the cost of traffic management and security for its Remembrance Sunday Event 2025.
- Nuthall Parish Council with a request for up to £2,350 towards the cost of traffic management for its Remembrance Sunday Event 2025.
- Eastwood Town Council with two requests for up to £3,207 representing 50% of the total cost of its Remembrance Sunday Event 2025; and up to £975 representing 50% of the cost of specialist cleaning of the memorial and surrounding stone areas on Plumtre Way in Eastwood.

Details of the applications are included in **Appendix 1**. The agreed protocol for assessing grant aid to parish and town councils is provided in **Appendix 2** with the grants previously awarded under this scheme listed in **Appendix 3**.

4. Key Decision

This report is not 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:

If Members wished to support these requests, the awards could be made from the £20,000 provision for grants to parish and town councils included in the 2025/26 revenue budget, of which £18,081 currently remains available.

7. Legal Implications

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

The Council is empowered to make grants by virtue of Section 137 Local Government Act 1972 (as well as other legislation). Having an approved process in line with the legislation and the Council's Grant Aid to Parish and Town Councils Protocol will ensure the Council's compliance with its legal duties.

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

No climate change implications have been identified in relation to this 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 change to policy / a new policy an equality impact assessment is not required.

13. Background Papers

Nil.

Appendix 1

1. Kimberley Town Council

Kimberley Town Council has submitted two grant aid requests, as follows:

- Up to £2,640 towards the cost of traffic management and security for its Remembrance Sunday Event 2025.
- Up to £3,485 towards the cost of traffic management, security and first aid for the Kimberley Christmas Market 2025.

Remembrance Sunday

The Kimberley Remembrance Sunday Parade has been running for many years. Following the police withdrawing traffic control by way of a rolling roadblock, updated regulations require a full road closure. Kimberley's War Memorial, the location for the service, is situated at a mini roundabout junction in the centre of Kimberley. The Parade begins at the Holy Trinity Church and follows a busy road up to the War Memorial with the police unable to offer any level of service, Kimberley has little alternative but to employ specialised contractors for the event in order to manage a safe event. The location of the event, in the Town centre close to a high-volume shopping precinct has created additional risks and responsibilities.

Such a request is in line with the Protocol for the Consideration of Grant Aid requests from Parish and Town Councils for the following key reasons:

- Though the award would be for a revenue grant (rather than for a specific capital project), events such as the Remembrance Service Parade complement the services provided by Broxtowe Borough Council and have historically been provided by this and other parish/town councils throughout the Borough.
- The provision of events such as Remembrance Service Parades contributes towards community cohesion, helps to combat social exclusion and loneliness and assists with the development of Town Centres.

Christmas Market

The Kimberley Christmas Market is a staple of the Kimberley event scene. It is, run by independent event organisers and supports local traders, vendors, and other businesses, to provide a popular day out for local residents.

The previous organisers of the Christmas Market have passed responsibility for the event to Kimberley Town Council. This brings a number of challenges, specifically the requirement for road closures, traffic management and security staffing. This, combined with the lack of Parish Hall (due to its demolition and rebuild as part of the Kimberley Means Business scheme) and the need to find alternate indoor venues, has resulted in the market being an unbudgeted cost for the Town Council.

Kimberley Town Council considers that *“the need to provide the community with this event far outweighs the costs. To lose the Kimberley Christmas Market would be a devastating blow for Kimberley.”*

Such a request is in line with the Protocol for the Consideration of Grant Aid requests from Parish and Town Councils for the following key reasons:

- Though the award would be for a revenue grant (rather than for a specific capital project), events such as a Christmas Market complement the services provided by Broxtowe Borough Council.
- The provision of events such as a Christmas Market contributes towards community cohesion, helps to combat social exclusion and loneliness and assists with the development of Town Centres.

Financial Information

The closing balance of Kimberley Town Council funds as at 31 March 2025 was £528,025 (2024: £555,460), with cash reserves of £553,016 (2024: £583,304). The Kimberley Town Council annual precept for 2025/26 is £146,995 (2024/25: £140,609), an effective change of +4.5%.

2. Stapleford Town Council

Stapleford Town Council has submitted a grant aid request of up to £2,170 towards the cost of traffic management and security at its Remembrance Sunday Event 2025.

The Town Council states that “Remembrance Sunday is one of the most important events in Stapleford’s calendar and is organised by the Town Council every year. The event as usual, will comprise of a procession through the Town Centre led by the local Cadets, followed by a service, customary two-minute silence and the laying of wreaths, which will be led by the Vicar of St. Helen’s Parish Church. This year will be enhanced by the full display of the (History of the Fallen) banner flags of 67 of the 81 fallen soldiers (as named on the Stapleford war memorial) along Derby Road and Church Street. These were recently featured on a ITV Central news piece on VJ Day events being held in the locality.”

Following the police withdrawing traffic control, updated regulations require a full road closure. With the police unable to offer any level of service, Stapleford Town Council has little alternative but to employ specialised contractors for the event.

Such a request is in line with the Protocol for the Consideration of Grant Aid requests from Parish and Town Councils for the following key reasons:

- Though the award would be for a revenue grant (rather than for a specific capital project), events such as the Remembrance Service Parade

complement the services provided by Broxtowe Borough Council and have historically been provided by this and other parish/town councils throughout the Borough.

- The provision of events such as Remembrance Service Parades contributes towards community cohesion, helps to combat social exclusion and loneliness and assists with the development of Town Centres.

Financial Information

The closing balance of Stapleford Town Council funds as at 31 March 2025 was £138,925 (2024: £120,973), with cash reserves of £138,925 (2024: £120,973). The Stapleford Town Council annual precept for 2025/26 is £232,438 (2024/25: £223,403), an effective increase of +3.2%.

3. Nuthall Parish Council

Nuthall Parish Council has submitted a grant aid request of up to £2,350 towards the cost of traffic management at its Remembrance Sunday Parade in 2025.

The Remembrance Sunday Parade is a major event in Nuthall's calendar and is attended by people from every section of the community, including the Boys Brigade, Scouts and Guides. The event consists of attendees parading from the Temple Centre on Nottingham Road to the War Memorial at the Basil Russell Park, where an act of commemoration will take place. Attendees will then parade back to the Temple Centre for refreshments. With the police unable to offer any level of service, Nuthall has little alternative but to employ specialised contractors for the event.

Such a request is in line with the Protocol for the Consideration of Grant Aid requests from Parish and Town Councils for the following key reasons:

- Though the award would be for a revenue grant (rather than for a specific capital project), events such as the Remembrance Service Parade complement the services provided by Broxtowe Borough Council and have historically been provided by this and other parish/town councils throughout the Borough.
- The provision of events such as Remembrance Service Parades contributes towards community cohesion and helps to combat social exclusion and loneliness.

Financial Information

The closing balance of Nuthall Parish Council funds as at 31 March 2025 was £235,493 (2024: £155,371), with cash reserves of £240,315 (2024: £212,018), the difference between reserves and cash balances being net creditors and debtors. The Nuthall Parish Council annual precept for 2025/26 is £123,191 (2024/25: £123,191), an effective change of -0.1%.

4. Eastwood Town Council

Eastwood Town Council has submitted two related grant aid requests, as follows:

- Up to £3,207 representing 50% of the total cost of its Remembrance Sunday Event 2025.
- Up to £975 representing 50% of the cost of specialist cleaning of the memorial and surrounding stone areas on Plumpton Way, Eastwood.

This year, Remembrance Sunday arrangements are in place for a Service to be held at St. Mary's Church, Eastwood followed by a parade through the town led by Eastwood Town Councillors and Dignitaries, Royal British Legion, representatives from Nottinghamshire Constabulary, representatives from the Armed Forces, Eastwood Cadets, Brownies, Guides, Beavers, Scouts and many other local organisations and groups. Following the Service; Eastwood Collieries Male Voice Choir will be performing at the Plumpton Way, Eastwood cenotaph prior to wreaths being laid and a bugler playing. A secondary service and hymns will take place at the Cadets Cross on Edwards Road.

A Civic Reception will then follow at the Eastwood Town Council Chamber, to which everyone will be welcome to attend. Martyn's Law is applied with professional risk assessments, security services and highway road closures to ensure the event is as safe as is absolutely possible for all involved.

Related to the preparations for the 2025 Parade is the specialist cleaning of the memorial and surrounding stone areas on Plumpton Way, Eastwood.

Such requests is in line with the Protocol for the Consideration of Grant Aid requests from Parish and Town Councils for the following key reasons:

- Though the award would be primarily for a revenue grant (rather than for a specific capital project), events such as the Remembrance Service Parade complement the services provided by Broxtowe Borough Council and have historically been provided by this and other parish/town councils throughout the Borough.
- The provision of events such as Remembrance Service Parades contributes towards community cohesion, helps to combat social exclusion and loneliness and assists with the development of Town Centres.

Financial Information

The closing balance of Eastwood Town Council funds as at 31 March 2025 was £15,201 (2024: £59,191), represented entirely by cash and short term investments. The Eastwood Town Council annual precept for 2025/26 is £212,000 (2024/25: £121,293), an effective change of +75.0%.

Appendix 2

Protocol for Consideration of Grant Aid to Parish and Town Councils

The key provisions of the Protocol for the Consideration of Grant Aid requests from Parish and Town Councils are:

1. Grant aid will only be given in support of specific projects or services and not as a general grant towards the services provided by a parish/town council.
2. Revenue grant aid will only be considered towards services which act as a replacement for services which otherwise Broxtowe Borough Council would have to provide or which supplement services which the borough council provides so as to reduce the costs that Broxtowe would otherwise incur.
3. In applying for grant assistance the parish/town council will need to demonstrate how the service or project in question contributes to Broxtowe's aims and objectives as laid out in the Corporate Plan and the Sustainable Community Strategy.
4. In applying for grant aid assistance the parish/town council will need to provide evidence as to why they do not have the financial resources to provide the services or project in question and what the consequences would be for local residents and businesses if the service was withdrawn or the project not completed. This will include a requirement for the parish/town council to detail what other funding sources they have secured (or otherwise) and to provide a statement as to any reserves held and their planned use.
5. Preference will be given to support for the provision of mandatory services as compared with discretionary services.
6. Where grant aid is to cover the cost of a specified service, the parish/town council will be responsible at its own cost for providing an audited statement within six months of the end of the financial year concerned to confirm the amount of expenditure incurred and income received against which grant aid may be payable. Any grant payable would then be adjusted retrospectively if necessary following receipt of such an audited statement.
7. Grant aid will only be in respect of additional costs directly incurred by the parish/town council and will not cover the cost of any general overheads which the parish/town council would otherwise incur anyway as a result of their operations.
8. Grant aid will be cash limited in each year and the responsibility for costs increasing beyond the cash limit will normally rest with the parish/town council. Where such cost increases are considered to be unavoidable and beyond the parish/town council's control, then Broxtowe may be approached to seek a further grant award.

9. Where the parish/town council wishes to vary the service provided for which grant aid has been awarded, this should only take place after full consultation and with the agreement of Broxtowe.
10. Preference will be given towards one off capital projects rather than as a regular annual contribution towards the ongoing costs of providing services.
11. The parish/town council shall be required to provide such information as Broxtowe may reasonably request as to the actual outputs and outcomes arising from any service or project where Broxtowe makes a contribution.
12. Any grant contribution that may be awarded by Broxtowe need not be at the rate of 100% of net expenditure incurred but may be at a lesser rate to reflect such as its own corporate priorities, budgetary constraints or the availability of similar services or projects elsewhere.
13. Revenue grants will normally only be awarded for one year although an indicative amount for the following year may be given at Broxtowe's discretion. Capital grant aid will be towards the cost of a specific one-off project.
14. Requests for grant aid in respect of a particular financial year should normally be submitted by the end of October of the preceding year at the latest to assist with forward budget planning for both Broxtowe and the parish/town council. Broxtowe will endeavour to make a decision on such requests by the end of December in the year preceding that for which grant aid is requested.

Appendix 3

Grant Aid Awards to Parish and Town Councils

The table below lists the grants awarded under this scheme since 2022/23.

Date	Council	Amount	Purpose
19/07/22	Awsworth Parish Council	£500	Platinum Jubilee Celebrations
19/07/22	Nuthall Parish Council	£2,590	New defibrillators
19/07/22	Kimberley Town Council	£6,300	Christmas lights switch-on 2021
04/10/22	Nuthall Parish Council	£2,330	Remembrance Parade
04/10/22	Nuthall Parish Council	£2,100	Cemetery Maintenance
04/10/22	Stapleford Town Council	£2,194	Remembrance Event
01/11/22	Stapleford Town Council	£6,450	Contribution to refurbishment
01/11/22	Kimberley Town Council	£1,958	Remembrance Event
25/07/23	Eastwood Town Council	£820	Summer Activities for Young People
25/07/23	Awsworth Parish Council	£5,000	Various Capital Projects
03/10/23	Eastwood Town Council	£2,250	War Memorial Maintenance
03/10/23	Kimberley Town Council	£2,059	Remembrance Event
03/10/23	Nuthall Parish Council	£2,290	Remembrance Event
05/12/23	Stapleford Town Council	£2,405	Remembrance Event
01/10/24	Kimberley Town Council	£1,996	Remembrance Event
01/10/24	Kimberley Town Council	£1,500	Christmas Market
01/10/24	Nuthall Parish Council	£2,350	Remembrance Event
01/10/24	Stapleford Town Council	£2,505	Remembrance Event
03/12/24	Eastwood Town Council	£1,722	Remembrance Event
03/12/24	Eastwood Town Council	£993	Memorial Restoration
03/06/25	Kimberley Town Council	£1,919	Kimberley Food Festival
01/07/25	Eastwood Town Council	£4,149	'Bloomin Marvellous' Festival*

*Grant not required as festival cancelled due to inclement weather

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Report of the Portfolio Holder for Resources and Personnel Policy

Budget Timetable and Budget Consultation 2026/27

1. Purpose of Report

To advise on the budget consultation process for 2026/27 and to set out the proposed timetable and budget scrutiny process. This is in accordance with all the Council's priorities.

2. Recommendation

Cabinet is asked to RESOLVE that the budget setting process for 2026/27 and the Budget Consultation questionnaire be approved.

3. Detail

The proposed budget preparation timetable and budget consultation process for 2026/27 is set out in **Appendix 1**. This will culminate in the overall budget report being recommended to Council for approval in March 2026.

Under the Constitution, it is proposed that elements of the budget are reported to the Overview and Scrutiny Committee for detailed scrutiny. An overall budget report will then be presented to Cabinet on 3 February 2026 for recommendation to Council on 4 March 2026.

The budget consultation process proposed is similar to that adopted previously, using a web-based survey that is publicised through social media. The survey is attached at **Appendix 2** and includes questions relating to a resident's method of access of particular Council services, the preferred means of interacting with the Council and the impact of cost-of-living issues.

Promotional activity will include social media messages, 'email-me' bulletins, press releases, website promotion and direct engagement with groups, organisations and individuals on the Council's stakeholder map. All responders will be entered into a prize draw.

4. Key Decision

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:

The budget consultation with residents will provide useful feedback to inform the budget setting process that will culminate in the overall budget report being recommended to Council for approval on 4 March 2026.

7. Legal Implications

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

Section 65 of the Local Government Finance Act 1992 places a duty upon local authorities to consult representatives of non-domestic ratepayers before setting the budget. Whilst there is no specific statutory requirement to consult with residents, local authorities were placed under a general duty to 'inform, consult and involve' representatives of local people when exercising their functions by the Local Democracy, Economic Development and Construction Act 2009. This was repealed and replaced by more prescriptive forms of involvement by the Localism Act 2011.

8. Human Resources Implications

There were no comments from the Human Resources Manager.

9. Union Comments

Not applicable

10. Climate Change Implications

The proposed survey includes consideration of the Council's approach to tackling climate. The survey will be available online although anyone who is unable to complete the form online can send their comments direct to the Finance Services team at the Council Offices in Beeston.

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.

Appendix 1**Budget Timetable and Consultation Process**

Date/Period	Activity
6 October 2025	Online survey published on or around this date
5 November 2025	Deadline for capital and revenue submissions
16 November 2025	Online survey closes
During October and November 2025	Compilation of Business Plans and proposed annual revenue budgets and three-year capital programme (Financial Plans)
During November and December 2025	Scrutiny of Business Plans and Financial Plans by General Management Team
2 December 2025	Setting of the Council Tax Base
6 January 2026	Results of budget consultation exercise and draft budget proposals to Cabinet
19 and 20 January 2026	Scrutiny of Business Plans and Financial Plans by Overview and Scrutiny Committee
3 February 2026	Budget proposals presented to Cabinet
4 March 2026	Budget approved by Council

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Help us with delivering and improving your community services

Broxtowe Borough Council provides a wide range of services from housing, waste and recycling, health, leisure, business support and much more.

Every year ahead of the annual budget, we ask residents how they think we are doing in providing the services they need. We want to know what we are doing well, what needs improvement, and your ideas for how we fund services going forward.

The view of every resident counts and is of great value to us. Please take a few minutes to answer the questions below to help us create budget that works for all parts of Broxtowe.

You can read more about our strategies, plans and policies [on our webpage](#).

This survey will close on [close date].

*** 1. What is your opinion of the following Council services over the last 12 months?**

	Very satisfied	Satisfied	No opinion	Dissatisfied	Not used
Household waste collection (black lidded bin)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garden waste collection (brown lidded bin)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kerbside Recycling (green lidded bin, glass bag or red-lidded glass bin)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street cleanliness (litter collection, graffiti removal, fly tipping, neighbourhood wardens)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks and Nature Conservation (parks, open spaces)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leisure services (leisure centres, sports development)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts and Culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning (planning applications and planning policy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Economic Development
(support to businesses, regeneration, Town Centre Management, business growth)



Public Protection
(licensing, food hygiene inspections, nuisance complaints)



Revenues and Benefits (housing benefit and council tax support payments, collection of council tax and business rates)



Housing service
(housing options advice, homelessness, provision of affordable housing, tenancies)



Public car parks



Community Safety
(anti-social behaviour, domestic abuse, alcohol awareness)



Electoral Services
(elections, voting)



Bereavement Services
(crematorium, cemeteries)



2. What have we done to improve our services to you? Have we done something positive over the last year which has helped make a difference to you?

Examples of delivery from this year's budget include:

- The building of a new pavilion at Kimberley Miner's Welfare Recreation Ground
- The opening of the Eastwood Community Hub CEDARS
- Funding to expand homeless services
- Development of a new ramp and visitor centre at Bennerley Viaduct
- Construction of a new pavilion at Hickings Lane in Stapleford
- Continued progress on reducing our climate change footprint
- Retrofitted hundreds of properties with energy-saving measures including external wall insulation, loft insulation and solar panels

Please explain.

*** 3. Do you pay Council Tax?**

☐ Yes

☐ No

*** 4. Council tax is an important way of raising income to provide the services that we rely on in the community. Please tell us what your preferred and least preferred approaches are to help us meet the needs of our community?**

Last year you told us to keep council tax levels low and increase income through community wealth building. We have since secured major investment for towns in the Borough, including Kimberley Means Business and Stapleford Towns Fund.

	Most preferred option	Second most preferred option	Third most preferred option	Least preferred option
Increased council tax levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased fees and charges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provided fewer services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generate income from commercial activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support community wealth building approach to economic development, which redirects wealth back into the local economy and places control and benefits into the hands of local people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 5. Of the following Council services, do you think we have the balance right or are there any you think should have their funding increased, decreased or stay the same?**

	Increased	Stay the same	Decreased
Household waste collection (black lidded bin)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garden waste collection (brown lidded bin)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kerbside Recycling (green lidded bin, glass bag or red-lidded glass bin)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street cleanliness (litter collection,			

graffiti removal,
fly tipping,
neighbourhood
wardens)

☐☐☐

Parks and nature
conservation
(parks, open
spaces)

☐☐☐

Leisure Centres
and sports
development

☐☐☐

Arts and culture

☐☐☐

Planning (planning
applications and
planning policy)

☐☐☐

Economic
Development
(support to
businesses,
regeneration,
business growth)

☐☐☐

Public Protection
(licensing, food
hygiene
inspections,
nuisance
complaints)

☐☐☐

Revenues and
Benefits (housing
benefit and
council tax
support
payments,
collection of
council tax and
business rates)

☐☐☐

Housing service
(housing options
advice,
homelessness,
provision of
affordable
housing,
tenancies)

☐☐☐

Public car parks

☐☐☐

Community Safety
(anti-social
behaviour,
domestic abuse,
alcohol

☐☐☐

awareness)

Electoral Services
(elections, voting

☐☐☐

Bereavement
Services
(crematorium,
cemetaries)

☐☐☐

6. Local authorities across the country are facing significant financial pressures, and Broxtowe has been one of the hardest hit by reduced Council budgets. This means we always need to be looking for new ways to raise income and make our money go further.

Do you have any ideas about how we could increase income, reduce costs or make savings to help us balance the budget?

*** 7. Overall, how satisfied or dissatisfied are you with...**

Very Satisfied Satisfied Neutral Dissatisfied Very dissatisfied

The way in which
the Council
provides services

☐☐☐☐☐

Your local area as
a place to live

☐☐☐☐☐

*** 8. Do you feel that the Council listens to you?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

9. Thinking about the cost of living, other than financial assistance, is there any further support you feel the Council could provide you with?

10. If the Council could do one thing to make a difference to you, what would it be?

11. We are committed to tackling the climate crisis and have been recognised nationally for our trailblazing approach. We have the goal of becoming carbon neutral by 2027 through our Climate Change and Green Futures Programme.

Overall, how satisfied are you with the Council's approach to tackling climate change?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

*** 12. Overall, how satisfied are you with the way you can access Council services?**

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Unsatisfied
- ☐ Very unsatisfied

*** 13. The Council deliver a number services to residents on a regular basis such as bin collections. But how frequently do you access other Council services?**

- ☐ A few times a year
- ☐ Monthly
- ☐ Weekly
- ☐ Daily

*** 14. How do you prefer to contact the Council? Please select your most preferred option and least preferred option.**

	Most preferred	Least preferred
Phone	<input type="radio"/>	<input type="radio"/>
Email	<input type="radio"/>	<input type="radio"/>
Social Media e.g. Facebook, Twitter	<input type="radio"/>	<input type="radio"/>
Online through the website or online forms	<input type="radio"/>	<input type="radio"/>
In person	<input type="radio"/>	<input type="radio"/>
By Post	<input type="radio"/>	<input type="radio"/>
Via a Councillor	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>

*** 15. Please explain why these are your most preferred and least preferred methods.**

16. The Council is reviewing its Digital Strategy and we look to continually develop and enhance our services to the community. Do you believe the Council provides an appropriate level of digital accessibility?

Please explain and outline any concerns you may have in terms of accessibility below.

- ☐ Yes
- ☐ No
- ☐ Other (please specify)

Tell Us About You

We want to make sure that our services are provided fairly and to those who need them. The information collected helps us get a picture of who contacts us, uses or does not access our services, so will help us improve what we provide and reduce potential barriers to access.

Please answer the questions below by ticking the boxes that you feel most describes you. Some questions may feel personal, but the information we collect will be kept confidential and secure. The better the information is that we collect the more effective our monitoring will be.

17. Which of the following areas do you live in?

- | | |
|------------------------------------|----------------------------------|
| <input type="radio"/> Attenborough | <input type="radio"/> Kimberley |
| <input type="radio"/> Awsworth | <input type="radio"/> Nuthall |
| <input type="radio"/> Beeston | <input type="radio"/> Newthorpe |
| <input type="radio"/> Bramcote | <input type="radio"/> Stapleford |
| <input type="radio"/> Brinsley | <input type="radio"/> Strelley |
| <input type="radio"/> Chilwell | <input type="radio"/> Toton |
| <input type="radio"/> Cossall | <input type="radio"/> Trowell |
| <input type="radio"/> Eastwood | <input type="radio"/> Watnall |
| <input type="radio"/> Greasley | |

18. How would you best describe your gender?

- ☐ Male
- ☐ Female
- ☐ Another way
- ☐ Prefer not to say

19. Which age group do you belong to?

- | | |
|--------------------------------|-----------------------------|
| <input type="radio"/> Under 18 | <input type="radio"/> 45-59 |
| <input type="radio"/> 18-24 | <input type="radio"/> 60-64 |
| <input type="radio"/> 25-29 | <input type="radio"/> 65-74 |
| <input type="radio"/> 30-44 | <input type="radio"/> 75+ |

20. Ethnicity

- | | |
|---|---|
| <input type="radio"/> White - British | <input type="radio"/> Black or Black British - African |
| <input type="radio"/> White - Irish | <input type="radio"/> Black or Black British - other background |
| <input type="radio"/> White - other background | <input type="radio"/> Mixed - White and Black Caribbean |
| <input type="radio"/> Asian or Asian British - Indian | <input type="radio"/> Mixed - White and Black African |
| <input type="radio"/> Asian or Asian British - Pakistani | <input type="radio"/> Mixed - White and Asian |
| <input type="radio"/> Asian or Asian British - Bangladeshi | <input type="radio"/> Mixed - other background |
| <input type="radio"/> Asian or Asian British - other background | <input type="radio"/> Chinese |
| <input type="radio"/> Black or Black British - Caribbean | <input type="radio"/> Any other ethnic group |

21. Do you consider yourself as disabled or have any long-term health problems that limit daily activity?

- ☐ Yes
- ☐ No

Thank you for completing this survey

As a thank you for completing this survey we are offering six people the chance to win £50 by entering a prize draw. To be in with a chance of winning, please email your name and contact details to press@broxtowe.gov.uk

The winner will be announced once the survey has closed on [close date].

Stay up to date!

Did you know you could stay up to date with Council news and services by subscribing to our Email Me Service?

Simply visit www.broxtowe.gov.uk/emailme, type your email address in to the box and tick which services you'd like email updates on.

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Report of the Portfolio Holder for Resources and Personnel Policy

Workforce Profile 2024/25

1. Purpose of Report

To provide detailed analysis of workforce and applicant data relating to a number of key reporting areas.

2. Recommendation

Cabinet is asked to NOTE the Workforce Profile 2024/25.

3. Detail

The Workforce Profile is an annual report which is produced by the Payroll and Job Evaluation service covering areas such as recruitment, the workforce, employment issues, and health and safety. It provides an opportunity for the Council to compare data against previous years to see how it is progressing.

The Workforce Profile is an important document for the Council. The information and further analysis provided allows the Council to identify areas of success and areas that may require further consideration and improvement.

The Workforce Profile 2024/25 is shown in the **Appendix**.

4. Financial Implications

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

There are no direct financial implications arising from this noting report. The cost of employees related expenses are contained within approved establishment budgets.

5. Legal Implications

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

There are no direct legal implications arising from this report.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

The Union comments were as follows:

The Workforce Profile is an important document for both the Council and also for Unison. In regard to the reports Appendix, section 4.9 Breakdown of Reasons for Leaving by Age and Gender. It would have been extremely useful to have known the reasons as to why the majority (47 employees) who left Broxtowe are listed as 'Not Known'. Was this due to an exit interview not being offered or the offer for an exit interview being refused by the member of staff? I would propose that more work needs to be undertaken in regard to staff exit interviews to better understand the reasons as to why staff are leaving Broxtowe.

8. Climate Change Implications

The climate change implications are contained within the report.

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.

10. Background Papers

Nil.



Broxtowe
Borough
COUNCIL

Workforce Profile

2024/25

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1. INTRODUCTION

Welcome to Broxtowe Borough Council's Workforce Profile Report for 2024/25. The Workforce Profile is reviewed annually and has been produced by the Payroll and Job Evaluation Team.

The Council has a strong set of beliefs which are confirmed within our Corporate Plan and our People Strategy, both of which show that the Council aims to continuously value, support, improve and develop the diversity, well-being, skills base and professional capabilities of our workforce.

The Council, on 31 March 2025, employed 488 (by headcount) people across a number of sites within the Borough.

The turnover for employees leaving the Council in 2024/25 was 14.75%. This equated to 72 employees. In comparison the turnover figure for 2023/24 was 15.79%, which due to a lower headcount also equated to 72 employees, and in 2022/23 it was 11.18%, which equated to 50 employees.

2. ACHIEVEMENTS

As part of the Council's strong commitment to the workforce, the Council continues to retain a number of national accreditations as well as demonstrate many local achievements.

Disability Confident

Broxtowe Borough Council has held the Disability Confident, previously called the Disability 'Two Ticks' Symbol, standard for over 20 years. This is a standard which, amongst other things, demonstrates that the Council has a positive approach towards the recruitment of applicants with disabilities. Any applicant that indicates that they have a form of disability and meets all essential criteria for the post is guaranteed an interview. Whilst this does not mean that all applicants with disabilities will be appointed, it does represent a positive commitment towards the recruitment of people with any form of recognised disability.

The average length of service at the Council for employees with disabilities during 2024/25 was 12.19 years, which is higher than employees without disabilities whose average length of service is 10.24 years. This means the overall average length of service is 1.95 years longer for those employees with a disability, compared with those that do not have a disability. In 2022/23, 23.59% (£5,313.85) of the Council's Apprenticeship Levy was spent on training for employees with a disability. In 2023/24 this increased to 27.50% (£12,647.18) with a decrease in 2024/25 to 4.90% (£3,400.00).

Broxtowe Learning Zone

The Learning Management System was introduced in November 2014. Job roles are automatically assigned to the mandatory training they are required to complete around areas such as information security, health and safety, the Code of Conduct, equality, safeguarding and prevent issues.

By March 2025, 75 e-learning courses were available to employees and Members, with three new courses being launched during 2024/25. The new courses launched were Job Evaluation, Handling Complaints and Personal Canvassing 2024. April 2017 saw the launch of the new Performance Appraisal process, incorporating a core abilities self-assessment. By the closing date for 2024/25 appraisals, 100% of appraisals had been completed which is an increase from 2023/24 where 98.51% were completed. For 2022/23, 92.70% were completed at the deadline.

Work Experience

The Council provided a total of fourteen work experience placements during 2024/25. Of the fourteen work placements two disclosed that they had a disability. Service areas that hosted a work experience student included Housing, Human Resources, Learning and Development, Legal, Finance, Bramcote Crematorium, Planning, Economic Development and Communications.

Employee Survey

The Council conducted an employee survey in June 2025. The survey allowed employees to tell the Council what working for Broxtowe Borough Council was like for them. A total of 18 questions from the survey received 80% or above positive responses. In 2024, a total of 19 questions received an 80% or above positive response. The findings from the 2025 survey are listed below.

More than 80% of employees said:

- I understand how my work contributes to the success of the organisation
- I am aware of my own training needs
- The Council supports balance between work and personal life among its employees
- I am able to balance my work and home life
- I am aware of the Council's vision and long term goals
- I am encouraged to identify relevant learning opportunities
- I like my job and enjoy working at the Council
- I regard this organization as a 'good employer' in relation to general terms and conditions of employment.
- My manager is fair and honest
- My line manager keeps me informed about developments in the Council
- My line manager gives me regular and constructive feedback
- My manager provides me with the support I need to do my job
- I receive recognition from my manager when I do a job well
- The Council respects individual differences (e.g. cultures, working styles, backgrounds, ideas)
- I am treated with fairness and respect
- I am aware of the Council's values



- I understand how the Council's vision and values relate to the work I do.
- I am aware of what means of support are available at / through work.

3. RECRUITMENT

3.1 Overview

This section of the report deals with recruitment data that has been collated as part of the Council's internal monitoring processes. The data helps the Council determine current levels of recruitment, equality indicators, and the numbers of applicants compared with previous years. This is used to identify trends, identify insights, prompt appropriate action, and help set realistic targets to monitor performance going forward.

As part of the Council's recruitment policy and process, all personal data is withheld from managers at the shortlisting stage, in order to anonymise the shortlisting process. This anonymised shortlisting helps the process remains fair and impartial.

3.2 Applicants and Candidates

During 2024/25 the Council received 1483 applications for 117 advertised positions. The outcome of these 117 advertised positions are 23 internal appointments, 54 new starters, 23 new starters in the 2025/26 financial year and 17 advertisements were unsuccessful with no appointments being made.

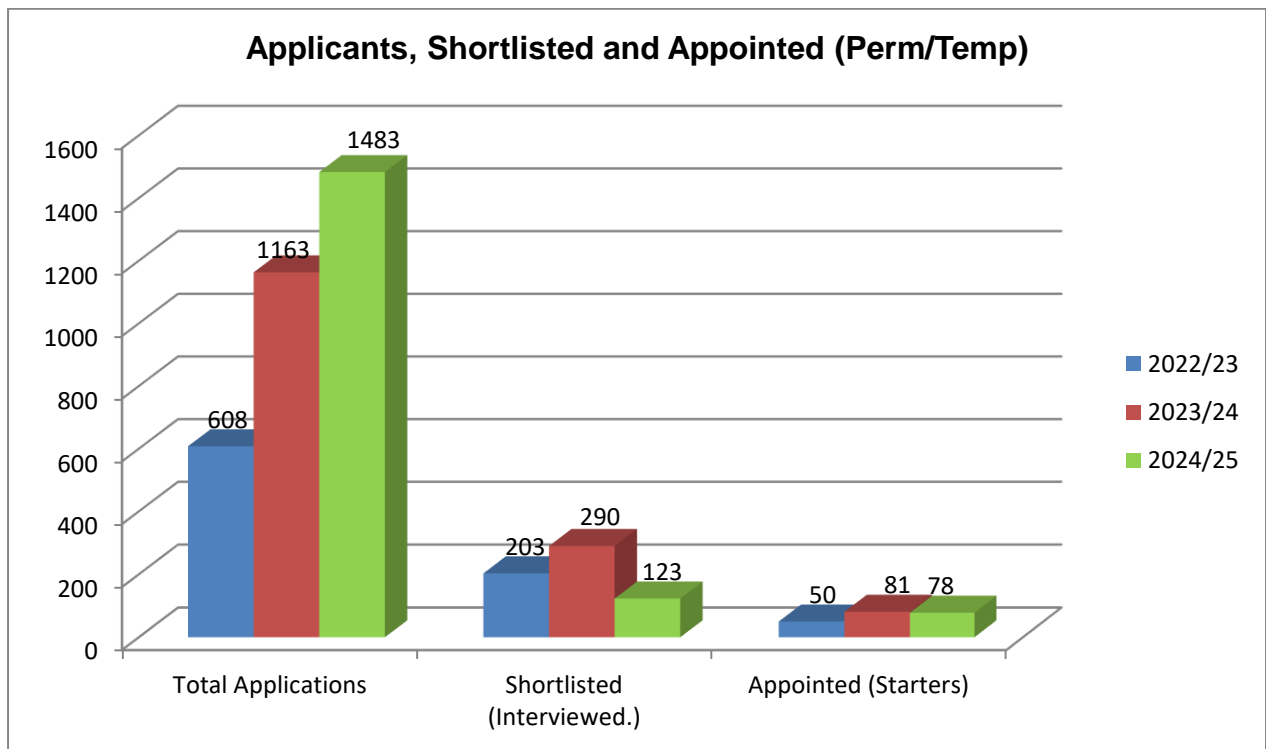
- There was a 27.52% increase in the total number of applications received when compared with the number of applications received in 2023/24.
- There was an average of 12.68 applications for every vacancy in 2024/25. This is an increase when compared with the 6.61 applications received for every vacancy in 2023/24.
- Of the 117 jobs advertised 6 (5.13%) were for temporary positions and 111 (94.87%) were for permanent positions.

3.3 Total Applications Received

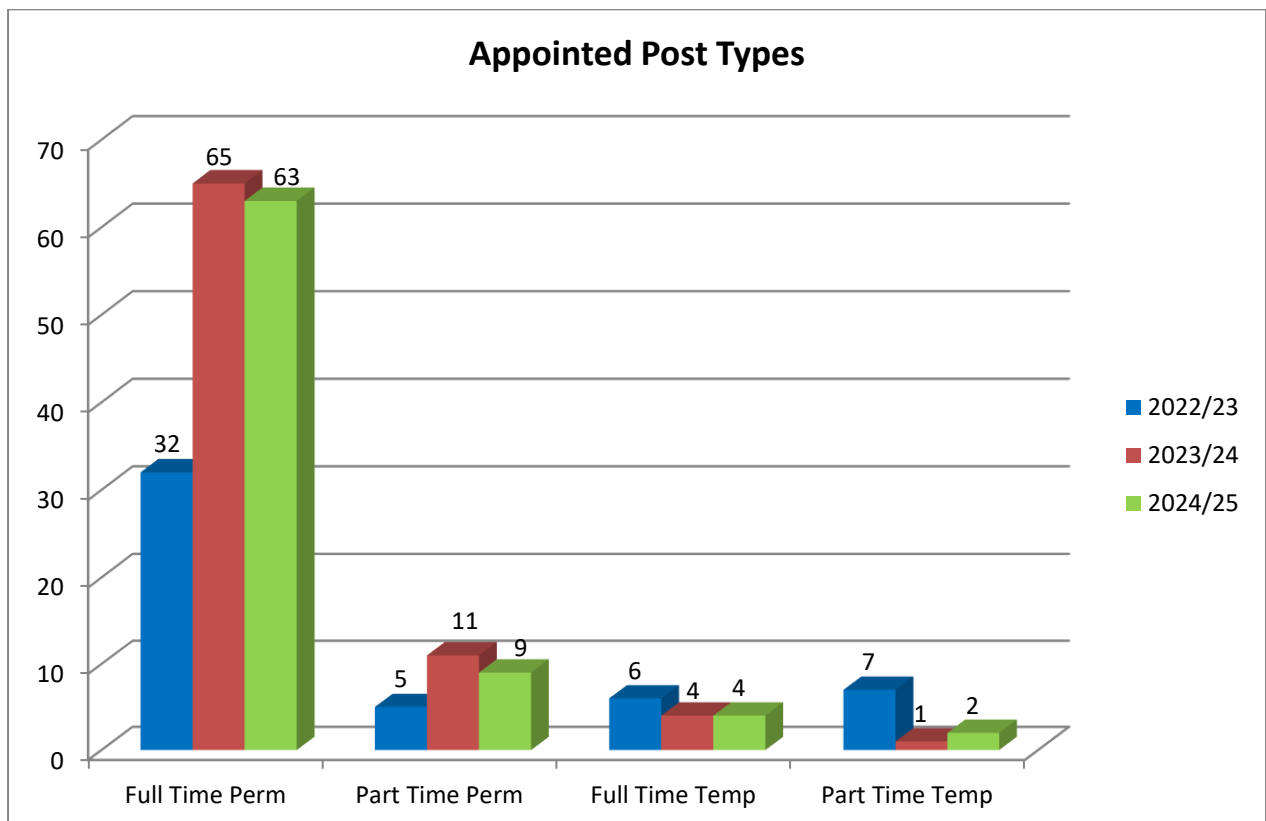
Most job applications are now made via the Council's website with only a small percentage received through the post.

	2022/23		2023/24		2024/25	
Online Applications	608	100.00%	1154	99.23%	1483	100.00%
Paper Applications	0	0.00%	9	0.77%	0	0.00%
Total Applications	608		1163		1483	

3.4 Overview of Recruitment Process Levels



In 2024/25 the Council shortlisted 8.29% of all applicants. In 2023/24 this figure was higher at 24.94% with the figure in 2022/23 at 33.39%.



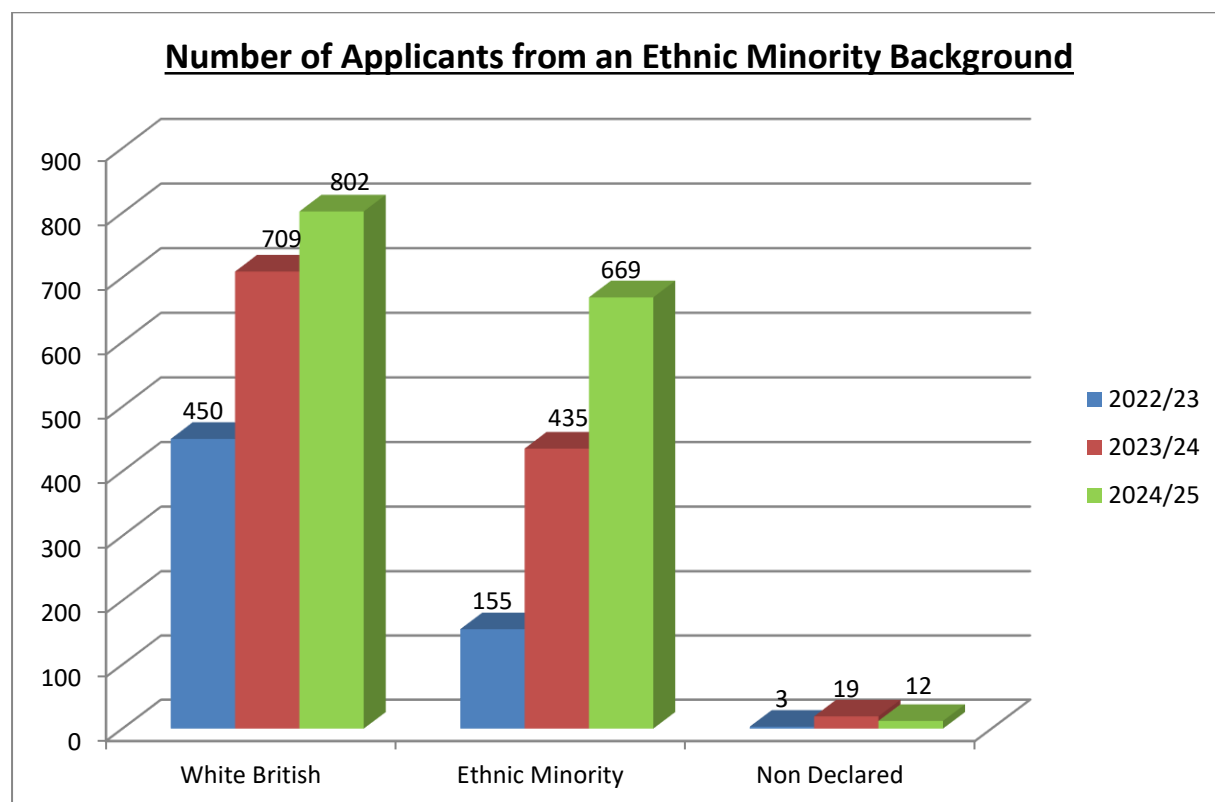
3.5 Average Age of Applicants

	2022/23	2023/24	2024/25
Male	40.18	39.44	37.02
Female	37.68	38.23	34.88
Overall	38.96	38.86	35.99

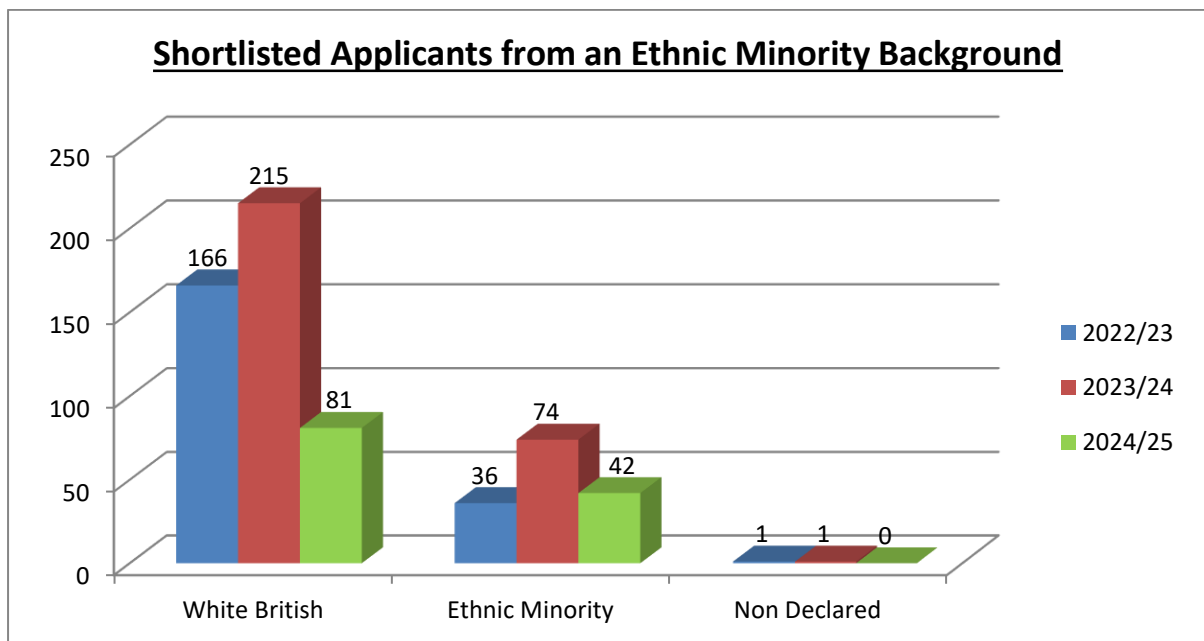
3.6 Ethnicity and Recruitment

The following graphs show the breakdown of applicants from an ethnic minority background during 2022/23, 2023/24 and 2024/25. Some key points to note are:

- In 2024/25 applications from an Ethnic Minority background accounted for 45.11%. In 2023/24 there were 37.40% of applications from an Ethnic Minority background and in 2022/23 this figure was 25.49%
- White British applicants accounted for 54.08% during 2024/25, 60.96% during 2023/24 and 74.01% during 2022/23.

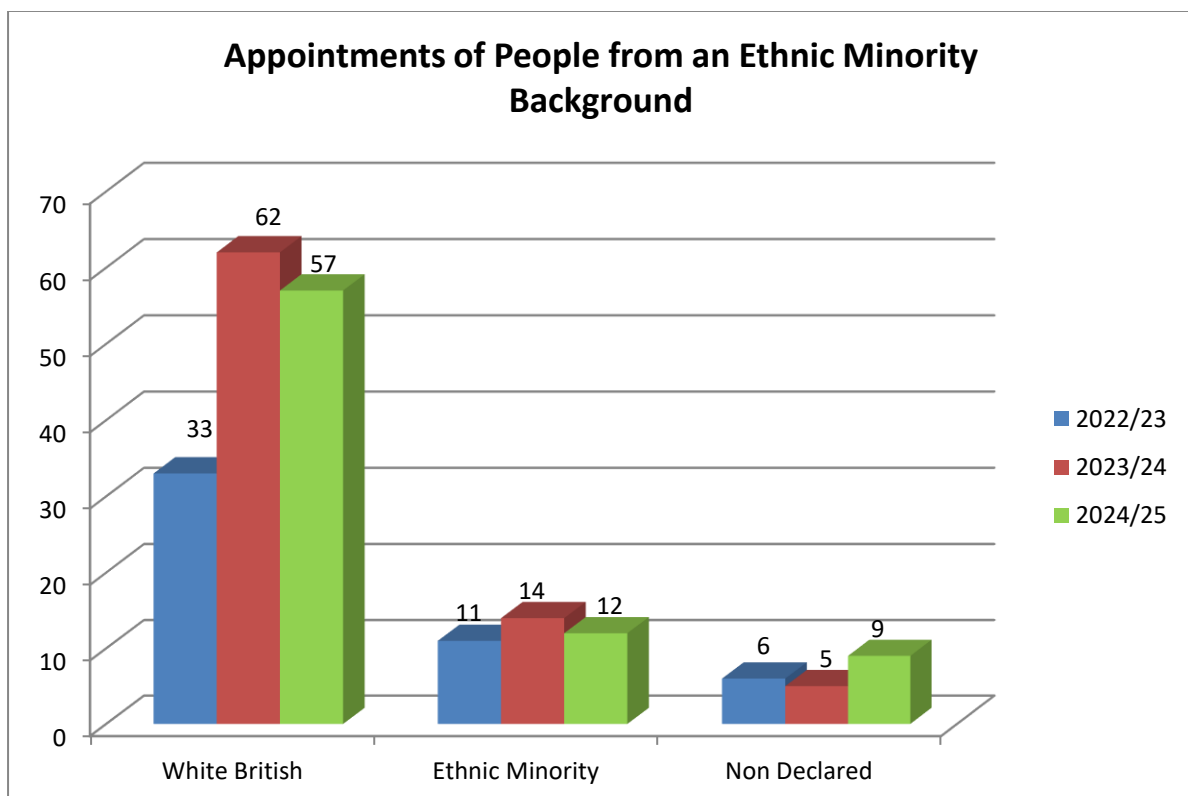


3.7 Shortlisted Applicants from an Ethnic Minority Background



There were 42 applicants from an ethnic minority background shortlisted in 2024/25. In 2024/25, 34.15% of applications from people from an ethnic minority background were shortlisted. In 2023/24 this figure was 17.01% and in 2022/23 this figure was 23.23%.

3.8 Appointed Applicants from an Ethnic Minority Background



The table below shows the percentage of people from an ethnic minority background that applied, were shortlisted and appointed in comparison to the total number of applications, people shortlisted and appointed across all categories.

Year	Applicants	Shortlisted	Appointed
2022/23	25.49%	17.73%	22.00%
2023/24	37.40%	25.52%	17.28%
2024/25	45.11%	34.14%	15.39%

The Census 2021 states that 15.52% of the Borough's population are from an ethnic minority background at the point the Census was undertaken.

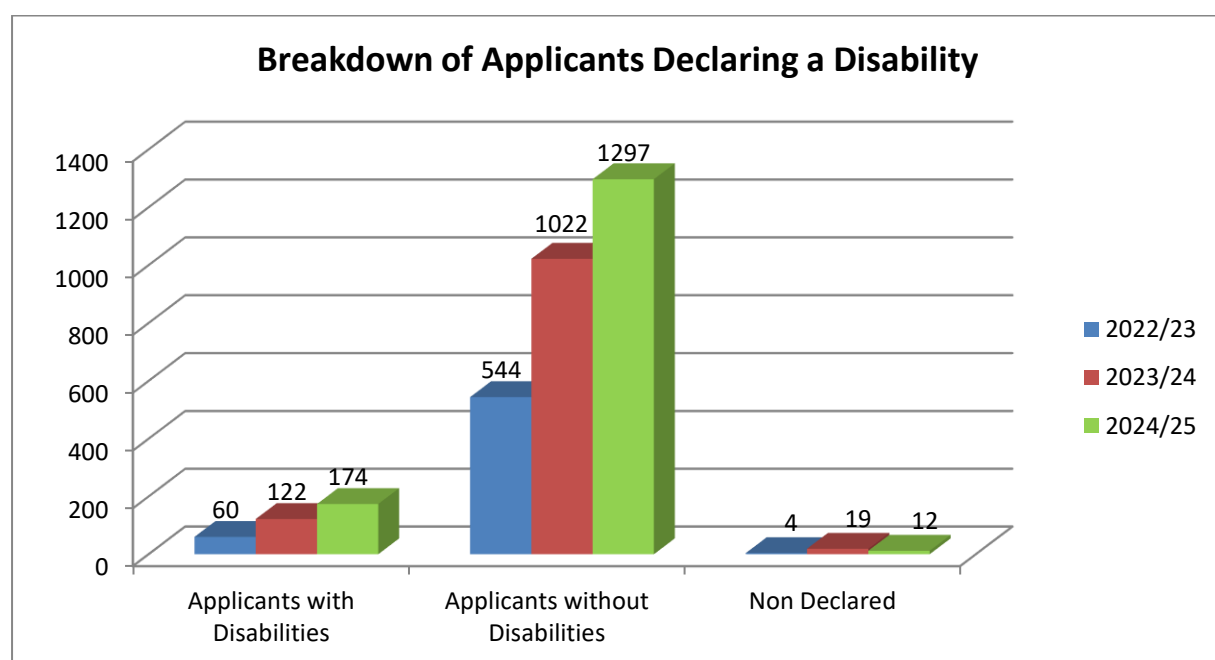
3.9 Disability and Recruitment

The Council is committed to providing equality of opportunity to all applicants, including those with disabilities. Applicants with disabilities that meet the essential criteria of a role are automatically invited for interview. This is supported and promoted by the Council's Disability Confident Status.

People with disabilities are actively supported and assisted on appointment through the provision of equipment or other reasonable adjustments where necessary and by reviewing working practices to ensure that everyone has the opportunity to be successful during their time with the Council.

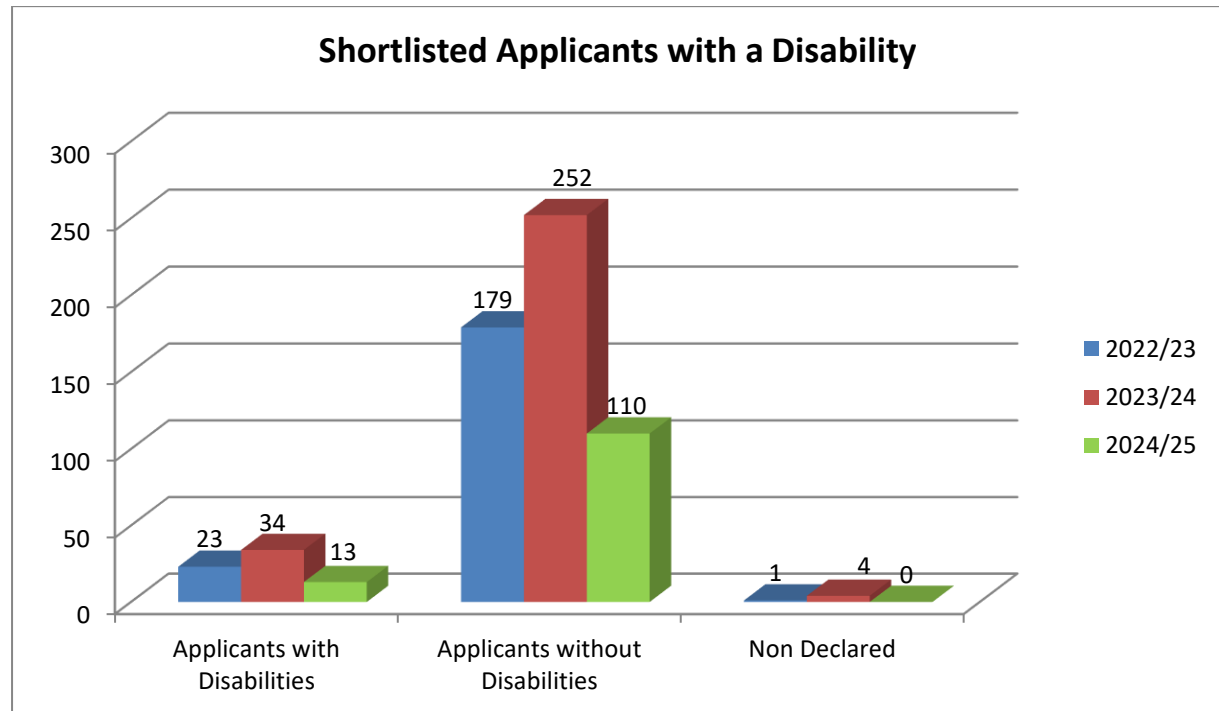
3.10 Applicants with Disabilities

174 of all applications were from people with disability in 2024/25. This accounts for 11.73% of all applications in 2024/25. In 2023/24 the percentage of applicants with a disability was 10.49% and in 2022/23 the percentage was 9.87%.

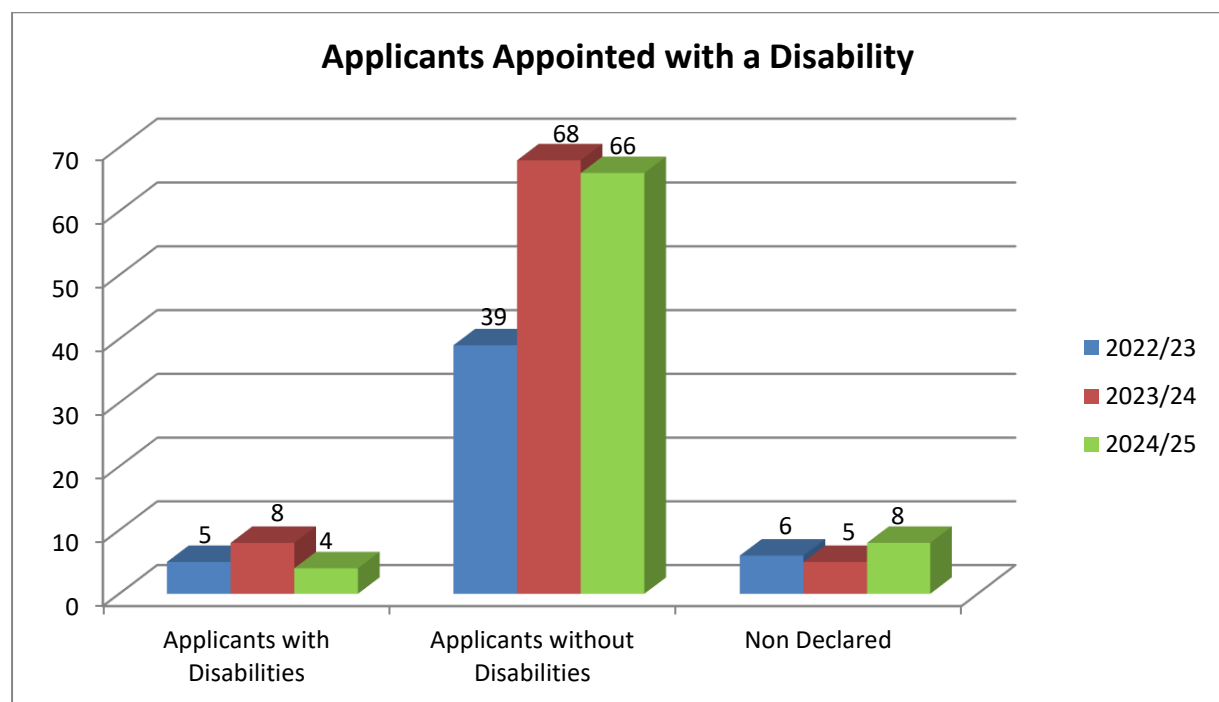


3.11 Shortlisted Applicants with Disabilities

The number of application forms from applicants with a disability was 174 in 2024/25. 13 of the 174 applicants were shortlisted which means the percentage of applicants shortlisted that declared a disability for 2024/25 was 7.47%. The percentage for 2023/24 was 27.87% and in 2022/23 the percentage was 11.33%.



3.12 Appointed Applicants with Disabilities



The Census 2021 data states that 18.3% of the Borough's population have day-to-day activities limited by a disability. Of the 18.3%, 7.3% stated a disability limited their day-to-day activities a lot, whilst 11.0% stated a disability limited them a little. Unfortunately, this data isn't broken down by age so it's not possible to know what percentage of those that responded are of working age.

3.13 Internal Promotions

This section captures the work undertaken to provide employees with career progression opportunities at Broxtowe Borough Council. Promotions fall under two categories:

- the employee's post has been re-graded to a higher grade indicating additional responsibility.
- the employee was promoted into a different position where the grade was higher.

	2022/23	2023/24	2024/25
Post has been re-graded	77	63	43
Appointed to higher graded post	14	31	25
Total	91	94	68

Of the 25 employees that were appointed into a higher graded post, 24 have declared whether they have a disability or not. Of these 24 employees, 4 employees declared themselves to have a disability. Of the 25 employees appointed into a higher graded post, 24 have declared their ethnic background. Of these 24 employees, 1 employee has stated they are from an ethnic minority background.

From January 2022 until August 2024 the Council conducted a job evaluation review for all posts at the Council. During this time the figures for 'Post has been re-graded' may be higher than normal due to the job evaluation review which was conducted.

The statistics shown for internal promotions relates to the GLPC scheme (employees grade 15 or lower). Heads of Service and above are assessed under the HAY scheme and evaluated externally by the KornFerry HAY group.

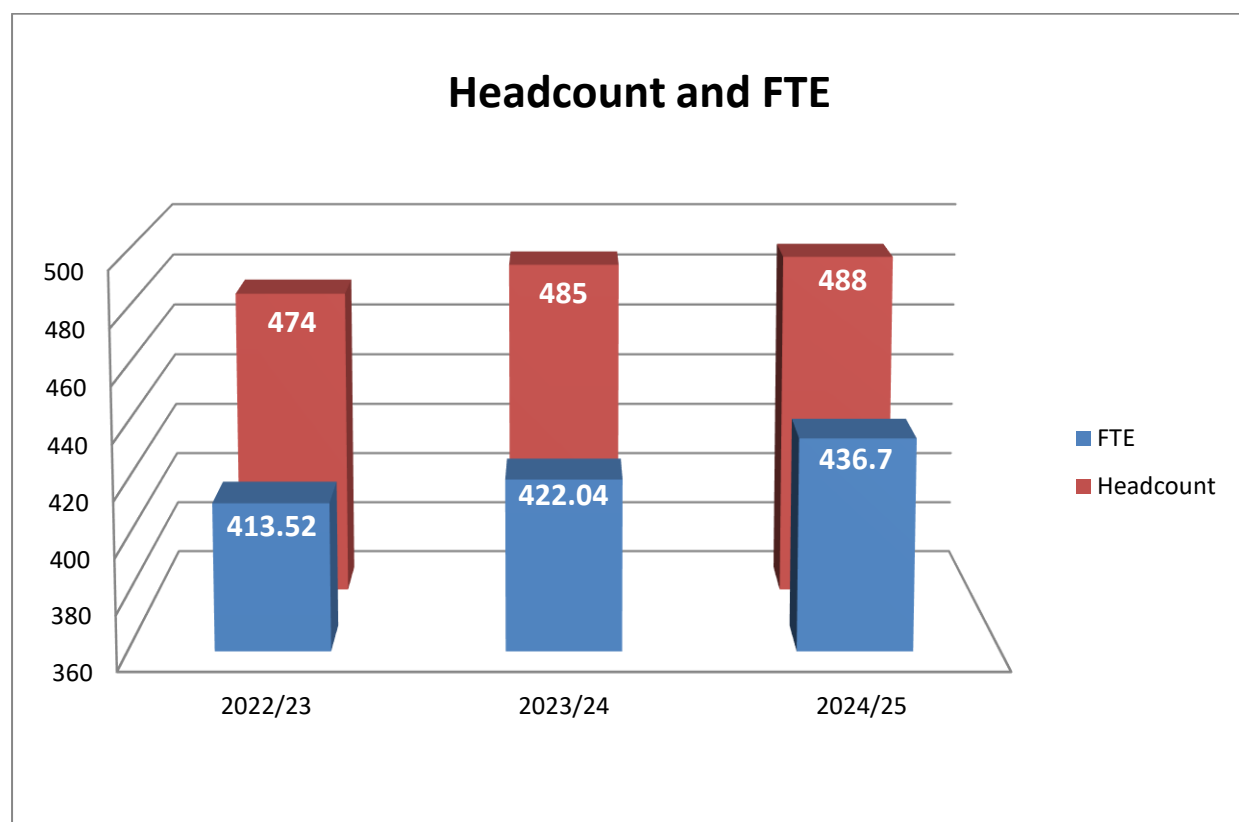
4. OUR WORKFORCE

4.1 Introduction

This section of the report shows the current make up of our workforce and provides statistics that can be analysed and used to identify trends.

4.2 Establishment Levels

The following chart shows the Full Time Equivalent (FTE) and headcount of employees of the Council for the last three years as at 31 March 2025.



4.3 Ethnicity

During 2024/25, 11.04% of the workforce were from an ethnic minority background, based on the 471 employees that submitted a response. This is an increase of 0.64% when compared with 2023/24. Below is a snapshot of the ethnic diversity of the workforce which includes those employees that have declined to state their ethnic origin.

Ethnicity	2022/23	2023/24	2024/25
Any other ethnic group	1	3	4
Asian - Other	1	0	1
Bangladeshi	1	1	1
Black or British African	2	3	2
Black or British Any Other	0	0	0
Black or British Caribbean	5	4	4
Chinese	2	3	5
Indian	7	8	7
Mixed - Other	2	3	3
Mixed – W/B African	0	2	2
Mixed - W/B Caribbean	6	5	6
Mixed - White/Asian	2	2	3
Pakistani	9	12	9
Undeclared	27	14	17
White - British	406	418	419
White - Irish	2	4	2
White Other	1	3	3
Grand Total	474	485	488

On 31 March 2025, the Council had 488 employees of which 419 (85.86%) declared themselves to be White British, 52 (10.66%) employees declared to be from an ethnic minority background and a further 17 employees (3.48%) did not declare their ethnicity.

4.4 Ethnicity of Workforce – Breakdown

Ethnic Origin	Gender	Full Time	%	Part Time	%	Grand Total	%
Any other ethnic group	F	1	0.27%	0	0.00%	1	0.20%
	M	1	0.27%	2	1.67%	3	0.61%
Asian - Other	F	0	0.00%	1	0.83%	1	0.20%
	M	0	0.00%	0	0.00%	0	0.00%
Bangladeshi	F	0	0.00%	0	0.00%	0	0.00%
	M	1	0.27%	0	0.00%	1	0.20%
Black or British African	F	1	0.27%	0	0.00%	1	0.20%
	M	1	0.27%	0	0.00%	1	0.20%
Black or British Any Other	F	0	0.00%	0	0.00%	0	0.00%
	M	0	0.00%	0	0.00%	0	0.00%
Black or British Caribbean	F	1	0.27%	0	0.00%	1	0.20%
	M	3	0.82%	0	0.00%	3	0.61%
Chinese	F	3	0.82%	1	0.83%	4	0.82%
	M	1	0.27%	0	0.00%	1	0.20%
Indian	F	4	1.09%	1	0.83%	5	1.02%
	M	2	0.54%	0	0.00%	2	0.41%
Mixed - Other	F	2	0.54%	0	0.00%	2	0.41%
	M	1	0.27%	0	0.00%	1	0.20%
Mixed – W/B African	F	1	0.27%	1	0.83%	2	0.41%
	M	0	0.00%	0	0.00%	0	0.00%
Mixed - W/B Caribbean	F	2	0.54%	2	1.67%	4	0.82%
	M	2	0.54%	0	0.00%	2	0.41%
Mixed - White/Asian	F	2	0.54%	0	0.00%	2	0.41%
	M	1	0.27%	0	0.00%	1	0.20%
Pakistani	F	2	0.54%	1	0.83%	3	0.61%
	M	5	1.36%	1	0.83%	6	1.23%
White - British	F	115	31.25%	92	76.67%	207	42.42%
	M	195	52.99%	17	14.17%	212	43.44%
White - Irish	F	2	0.54%	0	0.00%	2	0.41%
	M	0	0.00%	0	0.00%	0	0.00%
White Other	F	3	0.82%	0	0.00%	3	0.61%
	M	0	0.00%	0	0.00%	0	0.00%
Undeclared	F	7	1.90%	1	0.83%	8	1.64%
	M	9	2.45%	0	0.00%	9	1.84%
Grand Total		368	100.00%	120	100.00%	488	100.00%

4.5 Employees with Disabilities

	2022/23		2023/24		2024/25	
	No.	%	No.	%	No.	%
Employees with Disabilities	33	6.96%	39	8.04%	39	7.99
Employees without Disabilities	403	85.02%	424	87.42%	425	87.09
Non-Declared	38	8.02%	22	4.54%	24	4.92
Total	474		485		488	

The Council offers on-going support to employees that may, either on a short- or long-term basis, need support whilst at work. The Council also seeks guidance through an independent occupational health service which enables medical advice to be obtained regarding any reasonable adjustment or other action which helps employees to remain at work.

4.6 Employees average length of service

	2022/23	2023/24	2024/25
	Years	Years	Years
Employees with Disabilities	14.18	13.44	12.19
Employees without Disabilities	10.44	10.34	10.24
Non-Declared	16.81	14.90	12.66
All Staff	11.21	10.79	10.52

The overall average length of service is 1.95 years longer for those employees with a disability, compared with those that do not have a disability.

4.7 Age and Service Length

The following section provides a breakdown of our workforce on 31 March 2025 by service length:

Years	Gender	Total
0-4	F	97
	M	100
5-9	F	42
	M	42
10-14	F	24
	M	32
15-19	F	27
	M	29
20-24	F	27
	M	19
25-29	F	5
	M	9
30-34	F	13
	M	8
35-39	F	10
	M	2
40-44	F	1
	M	1
Grand Total		488

The average length of service for employees is:

	2022/23	2023/24	2024/25
Female Full Time	10.66	8.87	8.91
Female Part Time	13.63	14.38	14.72
Male Full Time	10.16	10.26	9.73
Male Part Time	11.90	10.43	9.97

4.8 Age Ranges

The following table shows a breakdown of our workforce by Age Ranges of Full Time and Part Time Employees (This includes temporary employees):

Age Range	Gender	FT-PT	Total
16-19	F	FT	0
		PT	0
	M	FT	1
		PT	0
20-29	F	FT	19
		PT	1
	M	FT	29
		PT	1
30-39	F	FT	31
		PT	17
	M	FT	37
		PT	5
40-49	F	FT	37
		PT	18
	M	FT	58
		PT	3
50-59	F	FT	50
		PT	40
	M	FT	65
		PT	6
60-64	F	FT	6
		PT	20
	M	FT	27
		PT	2
65-69	F	FT	3
		PT	3
	M	FT	5
		PT	1
70+	F	FT	0
		PT	1
	M	FT	0
		PT	2
Grand Total			488

4.9 Breakdown of Reasons for Leaving by Age and Gender (Permanent and Temporary Employees)

Reason for Leaving	Female 16-19	20-29	30-39	40-49	50-59	60-64	65-69	70+	Female Total	Male 16-19	20-29	30-39	40-49	50-59	60-64	65-69	70+	Male Total	Grand Total
Career Change									0									0	0
Career Progression LA									0									0	0
Career Progression Other									0									0	0
Death in Service									0									0	0
Dismissal - Capability									0									0	0
Dismissal – Gross Misconduct									0						1			1	1
Dismissal – Attendance Management									0									0	0
Dismissal - Probation									0		1							1	1
Dismissal - Misconduct									0									0	0
Maternity – Not Returned									0									0	0
Not Known	1	4	6	2	4	1		1	19		6	6	7	4	2	3		28	47
Personal Reasons									0									0	0
Redundancy - Compulsory									0									0	0
Redundancy - Voluntary						1			1									0	1
Relocation									0									0	0
Ill Health Retirement					2				2									0	2
Early Retirement									0									0	0
Retirement – Age 60						6			6						4			4	10
Retirement – Age 65 and Over							4	1	5							3	1	4	9
Settlement									0									0	0
Temp. Contract Ended							1		1									0	1
Grand Total	1	4	6	2	6	8	5	2	34	0	7	6	7	4	7	6	1	38	72

4.10 Grade Profile of Workforce

	FT		FT	PT		PT	Grand
Grade	F	M	Total	F	M	Total	Total
G2	3	2	5	18	8	26	31
G3	5	24	29	5	2	7	36
G4	16	27	43	21	1	22	65
G5	24	20	44	25	2	27	71
G6	16	31	47	9	3	12	59
G7	24	26	50	8	2	10	60
G8	11	32	43	2	1	3	46
G9	7	15	22	1	0	1	23
G10	8	9	17	5	0	5	22
G11	7	4	11	2	1	3	14
G12	10	9	19	2	0	2	21
G13	4	8	12	1	0	1	13
G14	1	4	5	0	0	0	5
G15	2	2	4	1	0	1	5
CO1 (HoS)	4	2	6	0	0	0	6
CO2 (Asst Dir)	2	5	7	0	0	0	7
CO3 (Chief Off)	1	0	1	0	0	0	1
CO4 (Chief Off)	0	2	2	0	0	0	2
CO5 (Chief Exec)	1	0	1	0	0	0	1
Grand Total	146	222	368	100	20	120	488

4.11 Workforce Profile Starters (Permanent and Temporary)

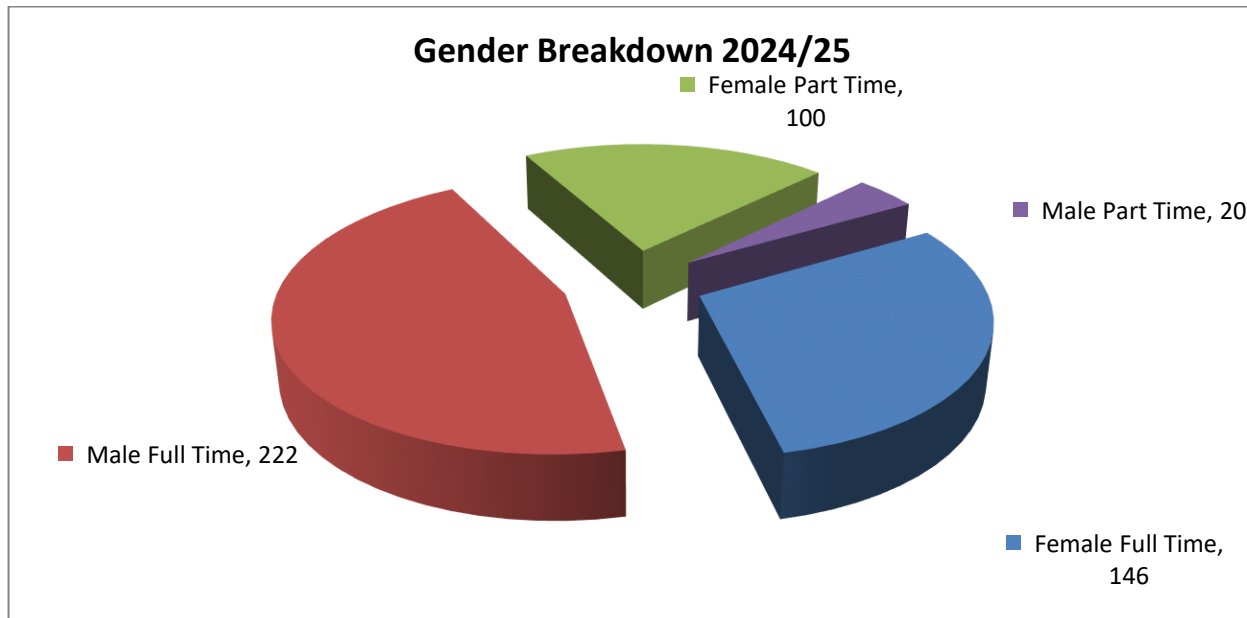
Age Range	Gender	FT	PT	Total
16-19	F	1	0	1
	M	0	0	0
20-29	F	6	0	6
	M	14	1	15
30-39	F	6	5	11
	M	8	1	9
40-49	F	3	0	3
	M	10	0	10
50-59	F	5	2	7
	M	10	1	11
60-64	F	1	1	2
	M	1	0	1
65+	F	0	0	0
	M	2	0	2
Grand Total		67	11	78

4.12 Gender

This section provides information on the gender breakdown of our employees and can be used to ensure that our commitment to equality is maintained.

	2022/23		2023/24		2024/25	
Female Full Time	122	25.74%	143	29.48%	146	29.92%
Male Full Time	217	45.78%	209	43.09%	222	45.49%
Female Part Time	117	24.68%	110	22.68%	100	20.49%
Male Part Time	18	3.80%	23	4.74%	20	4.10%
Total	474		485		488	100.00%

Broxtowe employed 246 females and 242 males as at 31 March 2025. The chart below shows the gender breakdown in diagrammatic form.



4.13 Job Evaluation

Job evaluation (JE) is a means of determining the relative values of jobs within an organisation, so that all posts are graded appropriately for their duties and responsibilities. The Council's JE processes provide a systematic and consistent approach to define the relative worth of jobs. It also enables a rank order to be developed according to the complexities of tasks, duties and responsibilities undertaken by post holders.

Following implementation of its Single Status programme in March 2011, the Council has continued to maintain a robust approach to the evaluation of posts at all levels across the organisation which ultimately demonstrates non-discriminatory pay practices. Posts Grade 15 and below are evaluated by the Council under the GLPC scheme. Senior officer posts (Head of Service and above) are evaluated externally using the HAY scheme.

During 2024/25, 113 jobs were evaluated under the GLPC scheme which covered 54 different job groups. The outcomes of those evaluations are shown in the table below:

Job Evaluation Outcome	Number of posts
JE points score increase resulting in no change in grade of post	23
JE points score increase resulting in grade increase of post	49
JE Points score unchanged	4
JE points score decrease resulting in no change in grade of post	27
JE points score decrease resulting in decrease in grade of post	0
Number of new posts evaluated	10
Total posts evaluated	113

During 2024/25, 17 jobs were evaluated under the HAY scheme which covered 17 different job groups. The outcomes of those evaluations are shown in the table below:

Job Evaluation Outcome	Number of posts
JE points score increase resulting in no change in grade of post	2
JE points score increase resulting in grade increase of post	1
JE Points score unchanged	8
JE points score decrease resulting in no change in grade of post	4
JE points score decrease resulting in decrease in grade of post	1
Number of new posts evaluated	1
Total posts evaluated	17

4.14 Gender Pay Gap

The Council's Job Evaluation scheme provides equal pay for work of equal value so no inequality in pay exists.

The Council has a commitment to calculate and publish its gender pay gap each year and it does this through its Pay Policy and within the annual Workforce Profile. The gender pay gap is the difference between men's and women's earnings as a percentage of men's earnings.

As an organisation with over 250 employees, it is mandatory for Broxtowe Borough Council to report on the gender pay gap. Each year the mean and median gender pay gap are calculated along with the proportion of males and females in each pay band quartile. The mean calculation, median calculation and proportion of males and females in each quartile must be reported to the government. Part of the mandatory requirements is to publish these figures on the Council website.

An analysis of the current gender pay gap levels at Broxtowe (as at 31 March 2025) using both the mean and median calculations are as follows:

Mean Calculation*

<u>All Employees</u>	
Mean Male Hourly Rate	17.2353
Mean Female Hourly Rate	16.6613
Gender Pay Gap	3.33%
<u>Full Time Employees</u>	
Mean Male Hourly Rate	17.5184
Mean Female Hourly Rate	17.9892
Gender Pay Gap	-2.69%
<u>Part Time Employees</u>	
Mean Male Hourly Rate	14.1079
Mean Female Hourly Rate	14.7357
Gender Pay Gap	-4.45%

Median Calculation*

<u>All Employees</u>	
Median Male Hourly Rate	15.5109
Median Female Hourly Rate	14.4919
Gender Pay Gap	6.57%
<u>Full Time Employees</u>	
Median Male Hourly Rate	15.5109
Median Female Hourly Rate	15.7763
Gender Pay Gap	-1.71%
<u>Part Time Employees</u>	
Median Male Hourly Rate	13.0427
Median Female Hourly Rate	14.2239
Gender Pay Gap	-9.06%

*The mean calculation is the average figure, and the median calculation is the middle number in a range.

A comparison of the Gender Pay Gap over the last three years is shown below.

<u>Year</u>	<u>Gender Pay Gap</u>
2022/23	3.66%
2023/24	4.05%
2024/25	3.33%

4.15 Disability Pay Gap

The disability pay gap is the difference in earnings between employees with a disability and employees without a disability as a percentage of employees with a disability.

The reporting of the Council's disability pay gap reporting is not mandatory; however, with the Council's commitment to equality and diversity it has been decided to calculate and report on the disability pay gap within the Workforce Profile.

An analysis of the current disability pay gap levels at Broxtowe (as at 31 March 2025) using both the mean and median calculations are as follows:

Mean Calculation*

<u>All Employees</u>	
Mean Declared Disabled Hourly Rate	17.0771
Mean Declared Non Disabled Hourly Rate	16.8360
Disability Pay Gap	-1.43%
<u>Full Time Employees</u>	
Mean Declared Disabled Hourly Rate	18.7829
Mean Declared Non Disabled Hourly Rate	17.4815
Disability Pay Gap	-7.44%
<u>Part Time Employees</u>	
Mean Declared Disabled Hourly Rate	14.0301
Mean Declared Non Disabled Hourly Rate	14.7653
Disability Pay Gap	4.97%

Median Calculation*

<u>All Employees</u>	
Median Declared Disabled Hourly Rate	14.4919
Median Declared Non Disabled Hourly Rate	15.1885
Disability Pay Gap	4.59%
<u>Full Time Employees</u>	
Median Declared Disabled Hourly Rate	16.0417
Median Declared Non Disabled Hourly Rate	15.5109
Disability Pay Gap	-3.42%
<u>Part Time Employees</u>	
Median Declared Disabled Hourly Rate	13.4195
Median Declared Non Disabled Hourly Rate	14.2239
Disability Pay Gap	5.66%

*The mean calculation is the average figure, and the median calculation is the middle number in a range.

A comparison of the Disability Pay Gap over the last three years is shown below.

<u>Year</u>	<u>Disability Pay Gap</u>
2022/23	1.14%
2023/24	-1.77%
2024/25	-1.43%

4.16 Ethnicity Pay Gap

The ethnicity pay gap is the difference in earnings between employees from an ethnic minority background and employees who are white British as a percentage of white British employee's earnings.

The reporting of the Council's ethnicity pay gap reporting is not mandatory; however, with the Council's commitment to equality and diversity it has been decided to calculate and report on the ethnicity pay gap within the Workforce Profile.

An analysis of the current ethnicity pay gap levels at Broxtowe (as at 31 March 2025) using both the mean and median calculations are as follows:

Mean Calculation*

<u>All Employees</u>	
Mean Ethnic Minority Hourly Rate	17.2316
Mean White British Hourly Rate	16.7891
Gender Pay Gap	-2.64%
<u>Full Time Employees</u>	
Mean Ethnic Minority Hourly Rate	18.1665
Mean White British Hourly Rate	17.5038
Gender Pay Gap	-3.79%
<u>Part Time Employees</u>	
Mean Ethnic Minority Hourly Rate	13.3048
Mean White British Hourly Rate	14.7565
Gender Pay Gap	9.84%

Median Calculation*

<u>All Employees</u>	
Median Ethnic Minority Hourly Rate	15.3497
Median White British Hourly Rate	15.1885
Gender Pay Gap	-1.06%
<u>Full Time Employees</u>	
Median Ethnic Minority Hourly Rate	16.0147
Median White British Hourly Rate	15.5109
Gender Pay Gap	-3.42%
<u>Part Time Employees</u>	
Median Ethnic Minority Hourly Rate	12.7384
Median White British Hourly Rate	14.2239
Gender Pay Gap	10.44%

*The mean calculation is the average figure, and the median calculation is the middle number in a range.

A comparison of the Ethnicity Pay Gap over the last three years is shown below.

<u>Year</u>	<u>Ethnicity Pay Gap</u>
2022/23	-3.58%
2023/24	-3.49%
2024/25	-2.64%

5. EMPLOYMENT ISSUES

Broxtowe Borough Council is strongly committed to the equal and fair implementation of its people policies and procedures.

5.1 Disciplinary, Grievance, Capability and Attendance Management

The following statistics are related to all disciplinary, grievances, attendance management and capability proceedings based upon the date upon which the incident took place.

5.2 Disciplinary

	Gender	2022/23	2023/24	2024/25
Suspended	F	0	0	0
	M	0	4	2
Number of working days suspended	F	0	0	0
	M	0	64	170
First Formal Warning	F	0	1	0
	M	3	3	6
Final Formal Warning	F	1	0	0
	M	2	0	1
Dismissed (Gross misconduct, Summary Dismissal)	F	0	0	0
	M	0	1	1
Dismissed (Misconduct)	F	0	0	0
	M	1	3	0
Dismissed (Probation)	F	0	0	0
	M	0	1	1
Resigned during investigation	F	0	1	0
	M	0	2	1

5.3 Grievances

	2022/23	2023/24	2024/25
Female	0	4	2
Male	1	4	6
Collective	0	1	0
Total	1	9	8

5.4 Capability Policy and Procedure

The table below indicates the stages of support employees have received:

	Gender	2022/23	2023/24	2024/25
Stage 1	F	0	0	1
	M	0	0	1
Stage 2	F	0	0	0
	M	0	0	0
Stage 3	F	0	0	0
	M	0	0	0
Dismissal	F	0	0	0
	M	0	0	0
Total		0	0	2

5.5 Attendance Management Policy and Procedure

The Council has a wide range of measures to support employees that are absent from work through sickness. This includes a robust Attendance Management Policy, as well as support from an external occupational health provider, a bereavement support service provided by Bramcote Crematorium and a free Employee Assistance Programme. The table below highlights the stages of the policy at which employees were supported within the framework.

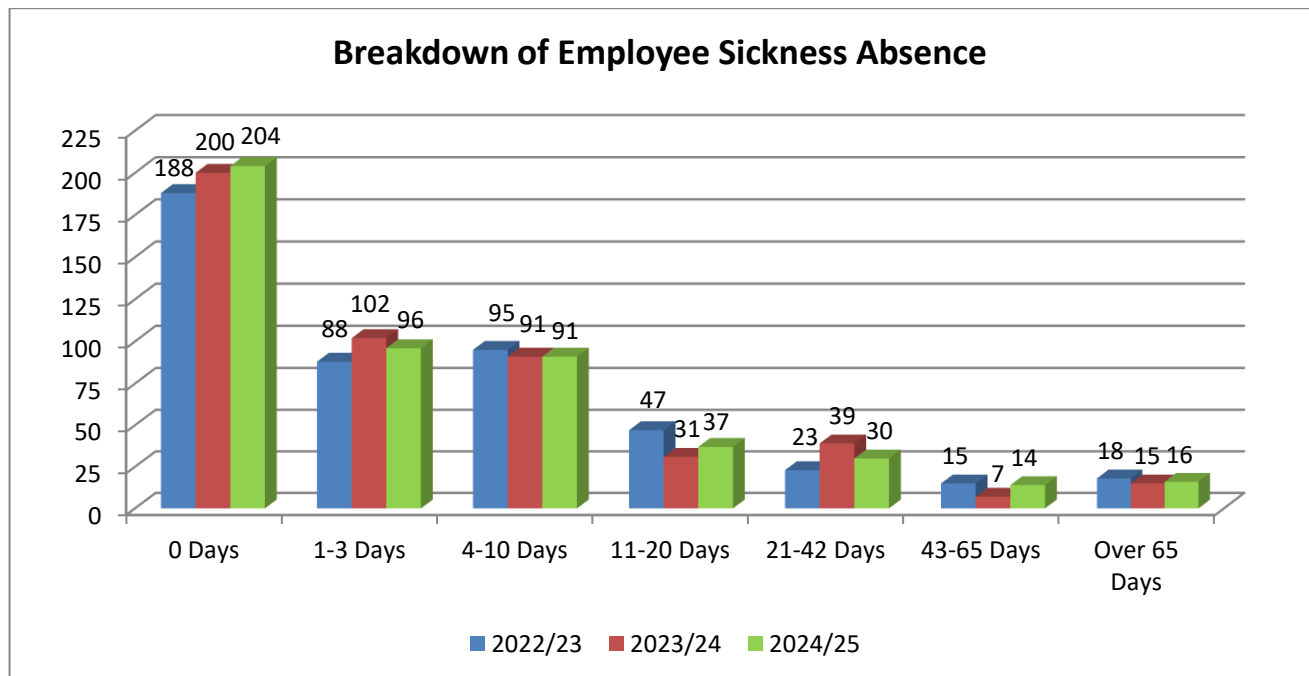
	Gender	2022/23	2023/24	2024/25
Stage 1	F	17	13	20
	M	19	8	18
Stage 2	F	1	4	4
	M	3	6	2
Stage 3	F	0	0	3
	M	0	1	0
Stage 3 (Dismissal)	F	2	0	2
	M	1	0	0
Total		43	32	49

The Council also promotes employee wellbeing and attendance at work by the provision of initiatives including flu vaccinations, health surveillance programmes, hepatitis vaccinations, eye and eyesight tests, audiometry assessments and specialist health screening initiatives together with welfare support and advice. The Council also offers confidential counselling and occupational health.

All absences are monitored and employees with longer term sickness are actively supported through return-to-work programmes.

5.6 Breakdown of Employee Sickness Absence

The following chart shows the number of occasions of employee sickness absence by the total number of days of absence as of 31 March 2025.



The average level of sickness during 2024/25 was 8.85 days per employee, 41.80% of the workforce had no sickness absence at all, whereas 41.24% of employees had no sickness in 2023/24 and 39.66% of employees had no sickness absence in 2022/23.

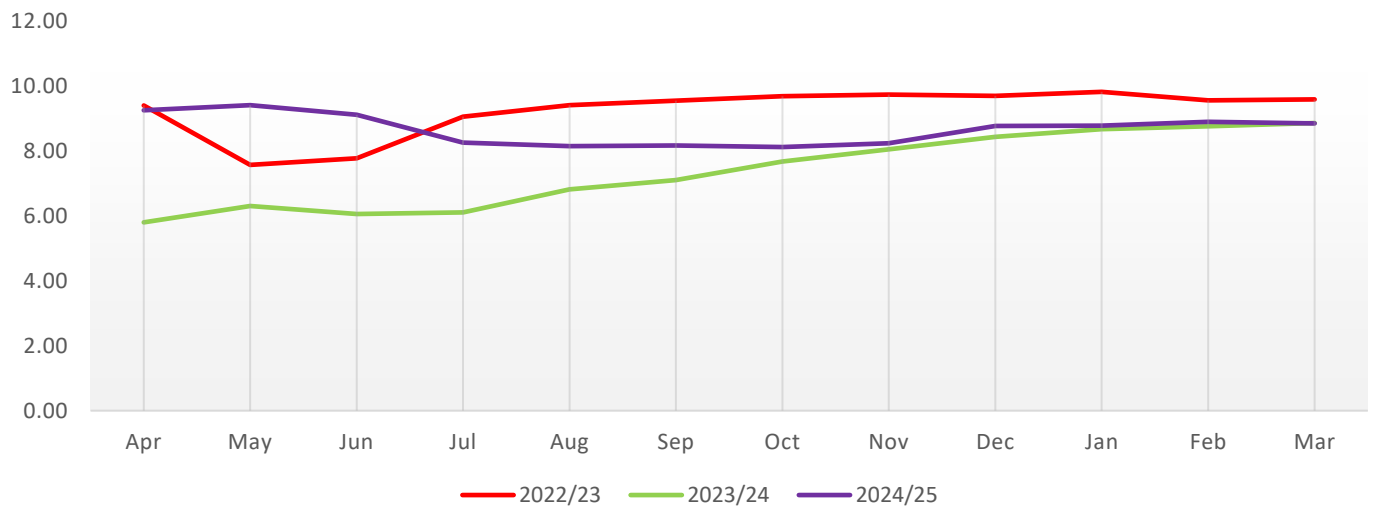
5.7 FTE Absence (Average sickness days per employee)

Year	Average
2024/25	8.85
2023/24	8.86
2022/23	9.59
2021/22	11.77
2020/21	7.89
2019/20	10.88
2018/19	8.69
2017/18	13.64
2016/17	9.73
2015/16	9.39

FTE Absence Comparison 2022-2025

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/23	9.40	7.57	7.77	9.06	9.41	9.55	9.69	9.74	9.70	9.82	9.56	9.59
2023/24	5.80	6.30	6.06	6.11	6.82	7.10	7.67	8.05	8.43	8.67	8.76	8.86
2024/25	9.25	9.41	9.11	8.26	8.15	8.17	8.12	8.24	8.77	8.78	8.90	8.85

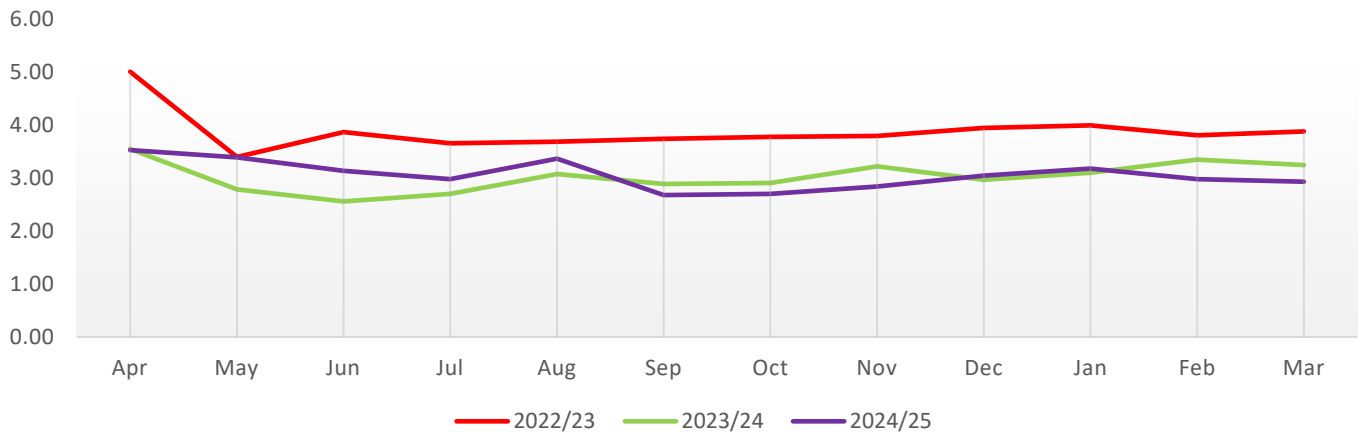
Broxtowe Borough Council - FTE days sick per employee



FTE Absence Comparison 2022-2025 – Short Term Sickness

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/23	5.01	3.40	3.87	3.66	3.69	3.74	3.78	3.80	3.95	4.00	3.81	3.88
2023/24	3.55	2.79	2.56	2.70	3.08	2.89	2.91	3.22	2.97	3.10	3.35	3.25
2024/25	3.53	3.39	3.14	2.98	3.37	2.68	2.70	2.84	3.05	3.18	2.98	2.93

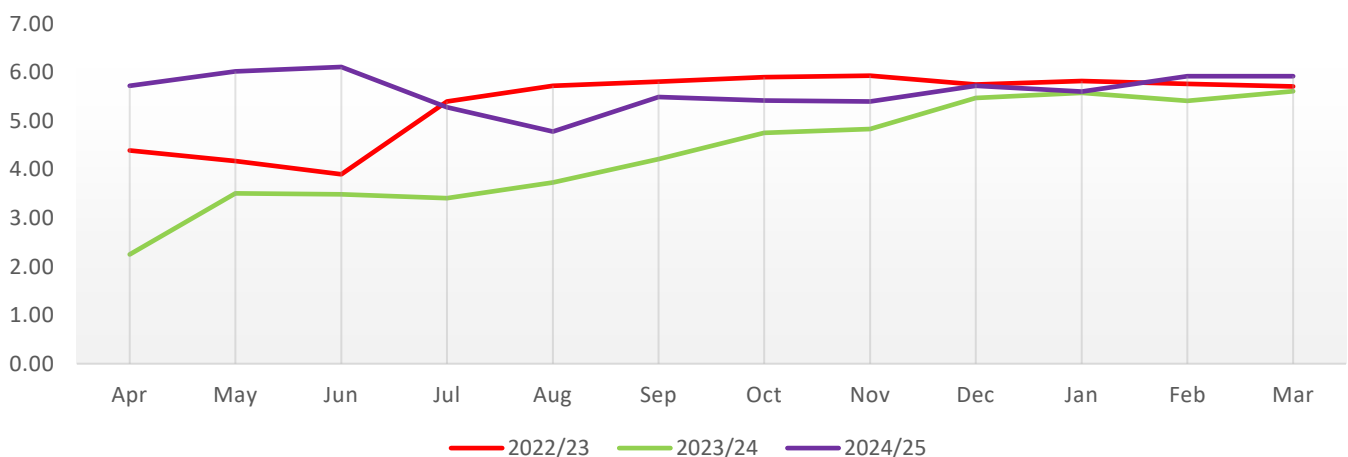
Broxtowe Borough Council - Short Term FTE sick days per employee



FTE Absence Comparison 2022-2025 – Long Term Sickness

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/23	4.39	4.17	3.90	5.40	5.72	5.81	5.90	5.93	5.75	5.82	5.76	5.71
2023/24	2.25	3.51	3.49	3.41	3.73	4.21	4.75	4.83	5.47	5.58	5.41	5.61
2024/25	5.72	6.02	6.11	5.28	4.78	5.49	5.42	5.40	5.72	5.60	5.92	5.92

Broxtowe Borough Council - Long Term FTE sick days per employee



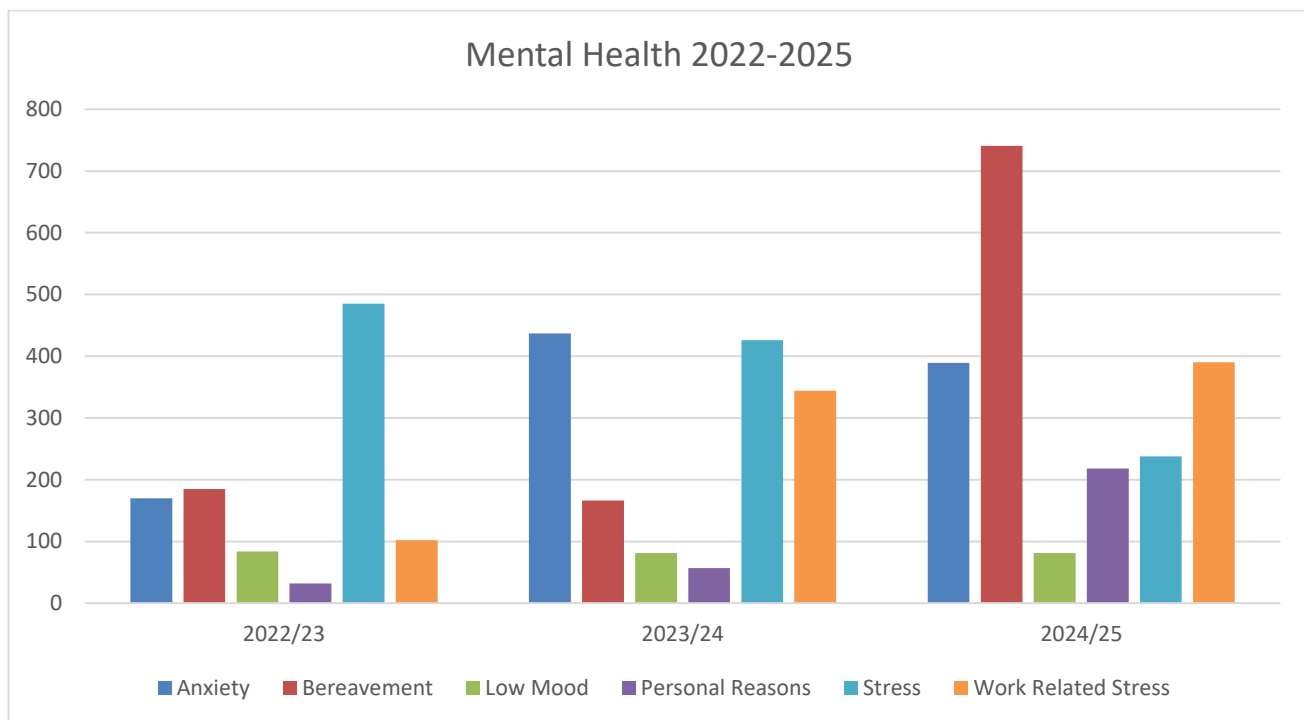
5.8 Mental Health Related Sickness Absence

The table below shows the number of days Broxtowe Borough Council employees were absent due to stress related illness.

Year	Anxiety	Bereavement	Low Mood	Personal Reasons	Stress	Work Related Stress	Total
2022/23	170	185	84	32	485	102	1058
2023/24	437	166	81	57	426	344	1511
2024/25	389	741*	81	218	238	390	2057

*One employee that was absent due to bereavement had three contracts with the Council. The employee was off in all three contracts during the absence. If this employee had one contract the bereavement figure for 2024/25 would be 404, resulting in an overall total for 2024/25 of 1,720.

The graph below shows the level of absence due to mental health at Broxtowe Borough Council since April 2022.



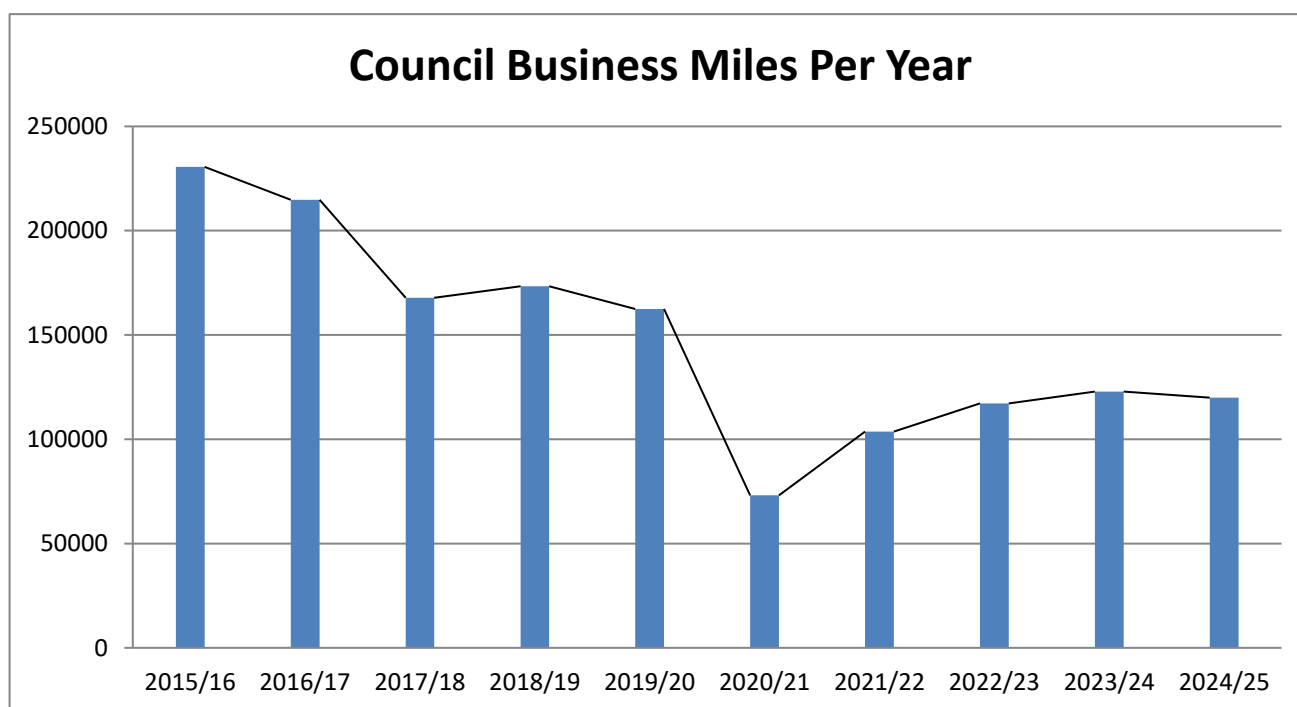
5.9 Business Mileage

Business mileage undertaken by employees in their own car. The table below shows the business mileage for the Council over the last 10 years. Since April 2018 mileage has been claimed primarily online via the HR portal (HR21).

Year	Miles (Fuel)	Miles (Electric and Bike)	Total Miles	% Increase on previous year
2024/25	117902	2098	120000	-2.28
2023/24	118583	4213	122796	4.49
2022/23	113947	3572	117519	12.95
2021/22	101213	2829	104042	43.86
2020/21	70557	1766	72323	-55.88
2019/20	163824	105	163929	-5.61
2018/19	173386	293	173679	3.48
2017/18	167833	N/A*	167833	-15.61
2016/17	198886	N/A*	198886	-9.06
2015/16	218700	N/A*	218700	-5.84

*Information not held

If the most recent pre-COVID financial year 2019/20 is compared with the most recent financial year of 2024/25, the mileage has reduced by 26.80%. This reduction can be attributed, in the most part, to the operation of the Council's agile working and enhanced digital arrangements.



6. HEALTH AND SAFETY

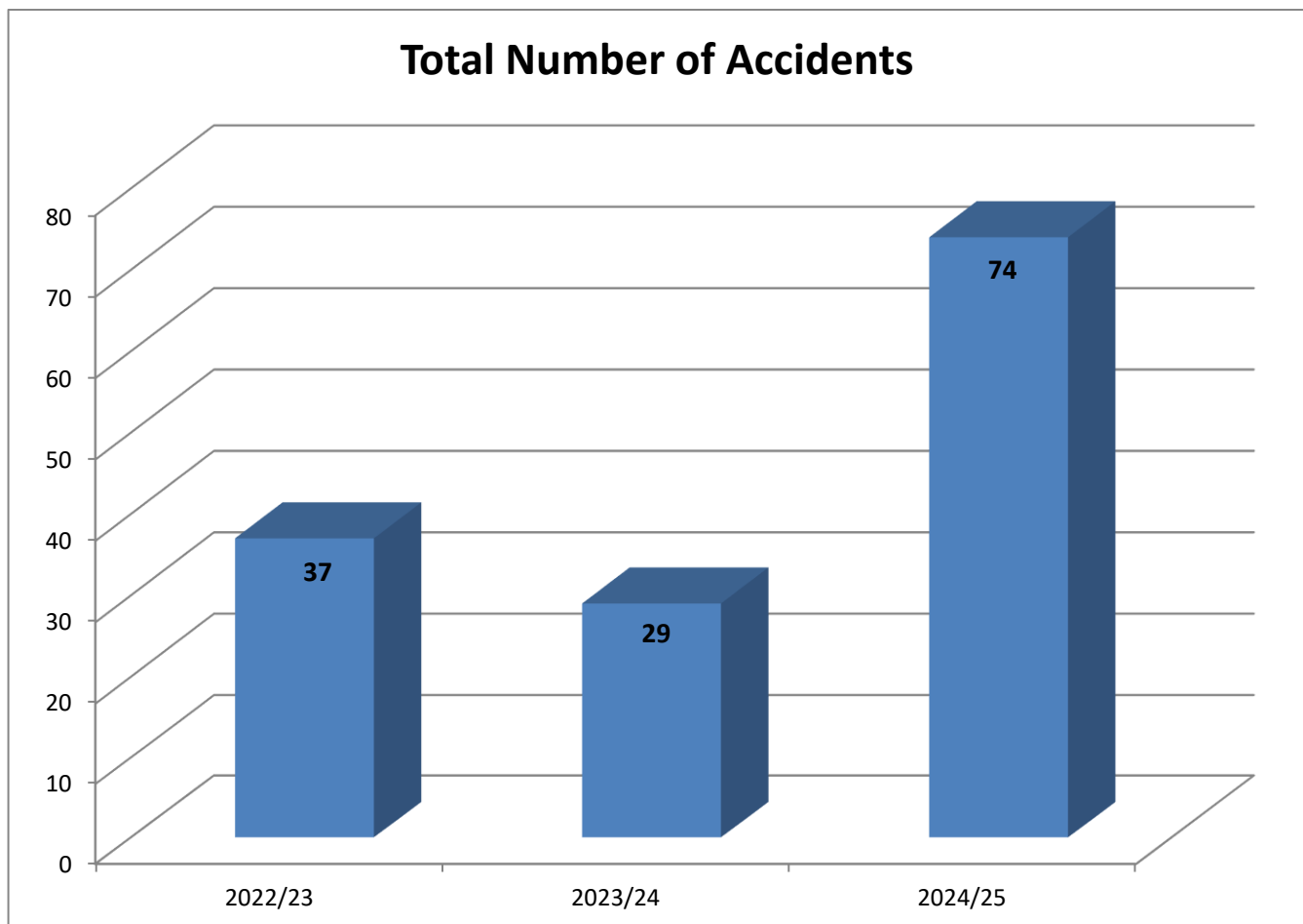
This section provides an analysis of accident figures at the Council during 2024/25 and the preceding 2 years. The figures are for employees only and are split into RIDDOR and Non-RIDDOR accidents.

RIDDOR stands for the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Employers have legal duties under RIDDOR requiring them to report and record more serious work-related accidents and incidents. Depending on the type of incident, the report needs to be made within a maximum of 10 days.

The total number of accidents during 2024/25 was 74.

During 2024/25 two accidents were classified as “RIDDOR” accidents. These are more serious accidents, which must be reported to the Health and Safety Executive (HSE).



6.1 Type of Accident

	Accidents	RIDDOR Accidents
2024/25		
Manual Handling	8	1
Slips, trips and falls	15	1
Striking a fixed object	11	0
Struck by a moving object	13	0
Other	27	0
Total	74	2

6.2 Lost Working Days through RIDDOR Accidents at Work

During 2024/25, 42 working days were lost from two employees suffering injuries from RIDDOR accidents.

The average RIDDOR injuries sustained by employees:

	Total Days	Total Employees	Average
2024/25	42	2	21
2023/24	168	7	24
2022/23	44	4	11

7. CONCLUSIONS

In conclusion, this document has highlighted the profile of the Council as it stood at 31 March 2025.

For each section of the report some notable points have been highlighted below:

Achievements:

- 100% of all performance appraisals were completed before the 2024/25 closing date. This is an increase on the 2023/24 figure which was 98.51%.

Recruitment:

- The Council received an additional 320 applications for 2024/25 in comparison to 2023/24. This represents an increase of 27.51% in the number of applications received.
- 13 applicants with a disability were shortlisted, 4 were appointed representing 30.77%.

Our Workforce:

- The gender pay gap has decreased from 4.05% to 3.33% in the last year. The disparity between the number of part time males (20) when compared with the number of part time females (100) employed by the Council impacts the Council's current gender pay gap.
- The Disability Pay Gap shows a negative percentage for the mean calculation. This indicates the Council pays employees with a disability more on average. The same applies to the Ethnicity Pay Gap which also shows a negative percentage. See section 4.15 and 4.16 respectively for more information.

Employment Issues:

- Short term sickness has decreased by 0.32 days per employee when compared with 2023/24; however, long-term sickness has increased by 0.31 days per employee when compared with 2023/24.
- In 2024/25 employees took a total of 741 days' sickness absence for bereavement, however it should be noted that one employee has three jobs for the Council. If this employee had one job the total days absence for bereavement would have been 404. This is an increase when compared with 166 days in 2023/24 and 185 days in 2022/23. The Council has since introduced additional support for bereaved employees which includes; engagements from the Council's Bereavement Services, an information leaflet and additional bereavement leave arrangements which were introduced in 2024/25.
- When comparing the most recent pre-COVID financial year (2019/20) with the most recent financial year of 2024/25, business mileage has reduced by 26.80%. This reduction can be attributed, in the most part, to the operation of the Council's agile working and enhanced digital arrangements.

Health and Safety:

- The Council reported two RIDDOR accidents in 2024/25.

If you have any questions or comments about this report, please contact the Payroll and Job Evaluation team using payroll@broxtowe.gov.uk 0115 917 3273.

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Report of the Portfolio Holder- Economic Development and Asset Management

Major Regeneration Project at Walker Street, Eastwood

1. Purpose of Report

To gain Cabinet endorsement of a major project at Walker Street in Eastwood as the key regeneration priority for the Borough; to agree compacts with key partners and to ensure the project is promoted to potential funders including the EMCCA capital pipeline.

2. Recommendation

Cabinet is asked to RESOLVE:

- 1. That the development of a Healthy Lifestyle Centre be endorsed as the most important regeneration priority for Broxtowe Borough Council be approved.**
- 2. That the findings of the high-level Strategic Outline Business Case be accepted as the basis for moving this project forward.**
- 3. To seek out compacts and agreement with partners to garner their support for the project.**
- 4. To lobby and promote the project to funding agencies, including a request to EMCCA, to place the Healthy Lifestyles Centre at Walker Street, Eastwood on their Investment Board Project Pipeline**
- 5. To work to secure Memorandum of Understanding with all interested partners in the project.**

3. Detail

Even though the major regeneration funding bid made for Eastwood in 2022 was unsuccessful, the town's flagship project – the DH Lawrence, Library, Health, and Life Chances Centre has remained an absolute priority. There have been few, if any, credible funding opportunities to bid for as successive governments have moved away from bidding rounds to direct awards. The Economic Development and Regeneration team has continued to look for ways to take the project forwards.

The smaller scale investment from UKSPF in the CEDARS project has proved that there is a workable model for inter-agency cooperation, but the resources CEDARS can provide in no way can be a substitute for the extensive health and social needs of a community that has had limited access to leisure, a health

centre that has been closed for more than 10 years and significant life limiting problems. If anything, the presence of CEDARS has strengthened local resolve to put something in place as permanent solution. Once built, the centre at Walker Street would also act as a catalyst to strengthen footfall and reinvigorate the whole Town Centre

In March 2025, Cabinet approved £15,000 from reserves to fund work that could update the LUF bid, especially the costs and benefits and the materials that were produced to support it. The work was tendered and Chamberlain Walker and GT3 Architects were procured. This work was originally devised to support the expression of interest made to the National Wealth Fund, (a Treasury policy bank set up in 2024, partnering the private sector and local authorities to finance infrastructure). Unfortunately, even before the work had substantively got underway, the NWF confirmed that as a result of their adjusted spending priorities it was unable to support projects of this nature. With much in flux with government spending and the anticipated arrival of the EMCCA Local Growth Plan it was agreed that the work should be completed and then use it to explore alternatives. A final Strategic Outline Business Case (SOBC) was received last month alongside indicative high-level plans for the layout of the new centre.

A third piece of work was also commissioned, funded via this year's UKSPF allocation. A study to explore whether there was an opportunity/likelihood that the facility could be heated using a renewable energy source mine water heating. If this could be proven there was also a considerable opportunity to reduce the running costs of the centre and potential secure green energy grants or loans. The report, authored by the Mining Remediation Authority, was received in September and has shown particularly encouraging findings, especially as there is a capped mineshaft within the redline boundary of the land.

Appendix 1, and **Appendix 2** are the executive summaries of the SOBC and the Mine Water Heat Recovery High Level Feasibility Study. **Appendix 3** is a set of indicative layouts. Officers will need to start sharing this information and gaining additional buy-in and support for the project. A number of agencies, including Nottinghamshire County Council, Inspire Libraries and One Public Estate, have indicated that under the right circumstances they would wish to work with Broxtowe to promote the project for funding. This echoed in the report from Chamberlain Walker who suggest the most fundamental next step is to negotiate and sign formal Memorandum of Understanding with both the County Council and Eastwood PCC without whom the project cannot proceed. Hence the need to report the findings back to Cabinet for formal endorsement.

The SOBC supports the economic case, demonstrates the need for and provides a positive cost benefit ratio for a centre that provides: a bigger more accessible library; a primary care health centre; a public swimming pool and fitness suite; space for community facilities; and approximately 20 additional homes.

The estimated costs are in the region of £24.6m. The net present value amounts is estimated at £28.8m, being the expected construction costs of the facility, in 2025/26 prices and accounting for optimism bias.

The net present value of the benefits is estimated to equate to £70.7m. The main ones being improved wellbeing as a result of increased physical activity, improved health, and wage premiums arising from increased educational and employment provision.

This suggests a benefit to cost ratio of 2:5, which shows that the project offers high value for money. A financing strategy shows how income and grants could be used to create a viable project.

The report from the MWHS shows that Eastwood sits above 11 worked seams covering all of Eastwood. The depth of mine workings ranges from near surface to 360m below surface. These extents and depths of mine workings make Eastwood a positive proposition for mine water heat; most of the mine workings under Eastwood are expected to be flooded. There are three mine water management blocks in the Eastwood area. Mine water levels may be different in each block but should be around 20 to 70 mAOD (approximately 10m to 80 m below surface), which is favourable for pumping mine water. The temperature based on depth of mine workings and actual data from Woodside is expected to be 11°C to 17°C. Further funding for specific bore holes and scientific testing is required and Nottingham Road/Walker Street is one of their recommended sites for this. Aside from Walker Street there are several other public and private buildings that might benefit including schools.

Appendix 3 provides three variations as to how the massing of the buildings could be arranged on the site. These are not fully resolved schemes but more strategic approaches that once the preferred option is selected would need further development. The layouts create opportunities based on the links to the High Street and the constraints and opportunities on the site. All three options use the potential of a future proofed junction off Walker Street to keep more intensive traffic off Wellington Street and create a secondary approach from the high street. This will also require consultation with Highways.

There is work to be done and initial funding may be required to continue the process. With the Council's strategic endorsement partners and programmes can be addressed and opportunities explored.

4. Key Decision

This is not considered to be a key decision as it does not bind the Council to a finite financial commitment at this stage.

5. Updates from Scrutiny

Not applicable.

6. Financial Implications

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

There are no financial implications to consider at this development stage. There is currently no capital budget provision for the potential Walker Street project. This would be a major regeneration project for the Council and would represent a significant capital investment. There is value to be gained from the scheme, as highlighted in the report, and it is vital that external funding is secured in order to unlock its full potential and support the development of a full financial business case. Any significant budget implications in the future would require approval by Cabinet.

7. Legal Implications

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

Whilst there are no direct legal implications arising from this report and at this stage of the project, there will be a requirement for Legal Services to be involved in relation to procurement, governance advice and advice in relation to any funding agreement and the Memorandum of Understanding.

The above advice will be provided as the project evolves.

8. Human Resources Implications

Not applicable.

9. Union Comments

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 applicable.

13. Background Papers

None

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Eastwood: DH Lawrence Centre for Health and Wellbeing

Strategic Outline Business Case – Executive Summary

Prepared by ChamberlainWalker, August 2025



Executive Summary

This Strategic Outline Business Case sets out the proposal to demolish the current Eastwood library building and replace it with a new building housing the 'DH Lawrence Centre for Health and Wellbeing' which will include:

- a bigger more accessible library;
- a primary care health centre;
- a public swimming pool and fitness suite;
- space for community facilities; and
- approximately 20 additional homes on the library site and on the sites of the old GP surgeries.

In addition, the project could deliver some commercial development on site and generate heat from old mine workings below the site.

Strategic case

This project addresses a range of specific local needs:

- this investment will deliver much needed public services and facilities in a town with significant deprivation. Eastwood has some of the most deprived neighbourhoods in the country, it has a high rate of economic inactivity, low skill levels, poor health outcomes and is a social mobility "cold spot";
- both the existing library and some of the GP surgery accommodation is not fit for purpose and is in a very poor condition resulting in increasingly unaffordable running costs;
- since Kimberley Gym & Swim was closed in 2024 there have been no swimming facilities in the north of Broxtowe which is a limiting factor for participation in sports and wellbeing in Eastwood;
- given the level of economic inactivity in Eastwood, developing new (and effective) skills and employment support programmes are likely to be a priority in the next few years and having space for this alongside a primary care centre, a fitness centre and a public library delivering skills is a real bonus.

Beyond the direct service improvements, the Health and Wellbeing Centre will act as a major anchor destination in the heart of Eastwood, drawing significantly increased footfall into the town centre. By clustering health, leisure, learning, and community functions in one highly visible location, the scheme will strengthen Eastwood's identity, stimulate surrounding business activity, and contribute to the wider placemaking objectives of revitalising the high street with increased footfall and improved public realm.

The project also supports several national and regional priorities, notably:

Health – Government have said that 2 of their 3 priorities are moving care from hospitals to communities and focusing on prevention. The Health and Wellbeing Centre addresses these; it will provide the scale and flexibility to allow much wider services to be provided locally thus relieving pressure on more costly hospital provision and acute care. In addition, fitness facilities are vital to address the obesity and muscular-skeletal issues which are some of the biggest preventative challenges faced in the UK.

Employment – the Government are prioritising those people excluded from the labour market due to poor health or lower skill levels. Having health and fitness facilities, alongside the public library which runs work skills programmes, alongside community spaces where employment support programmes could be located will help to facilitate this national priority.

Opportunity – The East Midlands Inclusive Growth Commission has identified the need for an '**opportunity escalator**' that can address the health and skills problems of residents and support them into higher skilled, better paid and more secure jobs. The Health and Wellness Centre can contribute to that.

In summary the purpose of this project is to address the following strategic objectives:

- To deliver an integrated Health and Wellbeing Centre that supports health recovery, re-entry into employment and skills development;
- To reduce economic inactivity by linking residents to employability support, training and volunteering;
- To increase local productivity through healthier, more engaged and skilled residents; and
- To revitalise the town centre as a place for work, learning, leisure and commerce.

The anticipated impacts will include:

- sustained improvement in local employment levels;
- a reduction in long term worklessness and health related inactivity;
- increased local productivity and wage levels through improved health and workforce participation;
- increased social mobility and community prosperity;
- narrowing health and wealth inequality gaps in Eastwood compared to regional and national benchmarks; and
- a revitalised Eastwood economy driven by inclusive growth, improved quality of life and a healthier population.

Economic case

This business case draws up a list of 9 options (including 'do nothing') and assessed them against a framework of 6 criteria. This resulted in a shortlist of 3 options:

- **Dispersed Service Model:** Investment is made in multiple small-scale satellite sites (e.g. within existing GP practices, other council-owned assets, including within Kimberley). Has a broader geographic reach, but with limited integration and impact.
- **Centralised Health and Wellbeing Hub (Preferred Way Forward):** Building of a purpose designed, multi-agency health and wellbeing hub on the current library site. Includes co-location of key services within Eastwood (healthcare – including focus on women's health, employment support, training, and leisure facilities). Anticipated 'placemaking' impact with town centre regeneration benefits.
- **Large-Scale Regeneration Scheme:** Delivering a comprehensive regeneration scheme including the proposed Hub, alongside new housing, major transport upgrades, other commercial offering on the wider site and surrounding area.

The costs and wider economic benefits of the preferred option are then assessed over a period of 15 years:

- The net present value of the costs were £28.8 million – being the expected construction costs of the facility, in 2025/26 prices and accounting for Optimism Bias;
- The net present value of the benefits were £70.7 million – the main ones being improved wellbeing as a result of increased physical activity, improved health, and wage premiums arising from increased educational provision on site;
- This provides a benefit/cost ratio of 2:5, which shows that the project offers high value for money.

Financial case

The estimated costs are in the region of £24.6m. This is extrapolated from the figures in Broxtowe BC's Levelling Up Fund bid from 2022. Finalising these costs will be an important step in developing the full business case: updated estimates should be developed by a qualified cost consultant as part of the RIBA Stage 1-2 process.

Funds may need to be drawn from several different sources. The recent Spending Review announcement provided greater clarity on what might be available but in many cases, further details are needed from Government Departments on how resources will be allocated.

This business case lists several potential sources of funding but the most likely will be a combination of:

- Prudential Borrowing and capital receipts from Broxtowe BC;
- DHSC capital programme;
- DCMS National Youth Strategy;
- EMCCA's Investment Fund or Shared Prosperity Fund.

In addition to conventional grant and borrowing routes, the Council could explore alternative funding mechanisms to support delivery. This might include a Tax Increment Financing (TIF)-type approach, whereby co-located housing and commercial uses increase the local tax base, generating revenue through any new government incentives (e.g. replacement of the New Homes Bonus) and higher ongoing council tax receipts.

The scheme will in future be able to secure healthcare rental income from prospective healthcare partners such as Eastwood PCC. Based on an estimated 2,000 m² of lettable healthcare space (approx. 21,500 sq ft), indicative annual rental values could fall in the range of £20–£25 per sq ft, equating to approximately £0.43m–£0.54m per year, subject to detailed negotiations and lease terms.

Commercial case

If the project goes ahead there are important commercial decisions to make:

Who are the partners in the project and who takes the lead and is accountable – It is assumed that Broxtowe BC will lead but this needs to be confirmed. Key partners (alongside the funders) are likely to be Nottingham CC (current landowner), Inspire (Library operator), Eastwood Primary Care Centre (GP surgeries) and Liberty Leisure (swimming pool operator).

Procurement options – for decision further down the line but options should include Traditional Design and Build (D&B); Design, Build, Finance and Operate (DBFO); Delivery through a Public Sector Framework; Joint Venture (JV); or Special Purpose Vehicle (SPV).

The project also affords several **ancillary commercial opportunities**:

- Mine water heating opportunity – The redevelopment of the Eastwood site offers a unique and timely opportunity to explore the use of mine water energy as a sustainable, low-carbon heat source for the proposed Centre. Eastwood has been identified as a potentially promising location. The Department for Energy Security and Net Zero (DESNZ) has expressed interest in schemes aligned with NHS estates and this could contribute significantly to the commercial viability and green credentials of the scheme;
- Potential commercial uses – There is potential for ancillary commercial uses within or adjacent to the new hub, such as café spaces, wellness and therapy rooms, co-working spaces, or community retail. These could generate ongoing rental income. The broader site also presents potential for standalone commercial development.

Management case

Effective delivery of the Walker Street Hub and associated development will require strong governance, clear accountability, and robust programme management. While this project is not linked to the Towns Fund, a similar governance structure could be adopted, drawing on the successful approach taken in Stapleford for the Town Improvement Programme.

Recommendations and Next Steps

This project is currently at an early stage of development. To move it forward it is recommended that Broxtowe BC:

1. Negotiates and signs a formal MoU with both Nottingham CC and Eastwood PCC without whom the project cannot proceed. This will provide some certainty for further engagement.
2. Sets up a governance structure with key stakeholders to oversee the project and make key decisions. As well as Nottingham CC and Eastwood PCC, this might include EMCCA (possible funder and user for employment support programmes), Liberty Leisure (pool operator) and Inspire (Library operator).
3. Take early decisions on the scope of the project – in particular whether it include residential developments (on site and/or on old Eastwood PCC sites), commercial developments (on site) or mine water heating systems (on site).
4. On the back of these decisions the priority needs to be to:
 - develop a full business case for the project – which will include making decisions about who will operate in the new Centre (and on what commercial terms) and a proper assessment of the ongoing running costs, income and viability of the Centre;
 - retain an architect and QS in order to nail down the design and capital costs of the project;
 - a workstream to identify potential sources of funding and to negotiate with them and produce tailored applications or business cases as appropriate.

A report prepared by ChamberlainWalker Economics

About us

ChamberlainWalker is an economics consultancy specialising in housing, infrastructure and local growth. We have a track record of providing our clients with credible, insightful and high-impact analysis to support their strategic objectives.

Web

<https://cweconomics.co.uk/>

Contact

Name: Ralph Mould

Email: ralph@cweconomics.co.uk

Tel: 07845 251 879





Mining
Remediation
Authority

Eastwood Phase 1 Mine Water Heat Feasibility

September 2025

Disclaimer

This report has been prepared by the Mining Remediation Authority for Broxtowe Borough Council under purchase order CED0016134 dated 8 July 2025.

Any conclusions or recommendations made are those based on information obtained for the report and our current knowledge and practices. Data used within the report, either obtained by the Mining Remediation Authority or 3rd Party, has been cited within the report. Limitations of the data are identified within the report. The Mining Remediation Authority does not accept liability for the accuracy of any 3rd party data. Should new data or information become available these results, conclusions and recommendations may require amending.

This report should only be used in the stated context.

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Version	Produced by	Reviewed by	Approved by	Date
1	Lee Wyatt	Dan Mallin Martin Matthew Fox	Gareth Farr	8 th September 2025

The Mining Remediation Authority, 200 Lichfield Lane, Mansfield, Nottinghamshire, NG18 4RG

Executive Summary

The Mining Remediation Authority has been commissioned by Broxtowe Borough Council (CED0016134) to carry out a mine heat study to assess potential for a mine water heat source at Eastwood for a proposed new health suite and potential heat network for the local area.

We reviewed mine plan, mining information, and hydrogeological information, to identify areas for mine water heat schemes within Eastwood. We also summarised regulatory requirements along with mine water heat use risks.

A summary of the key findings of the study are as follows:

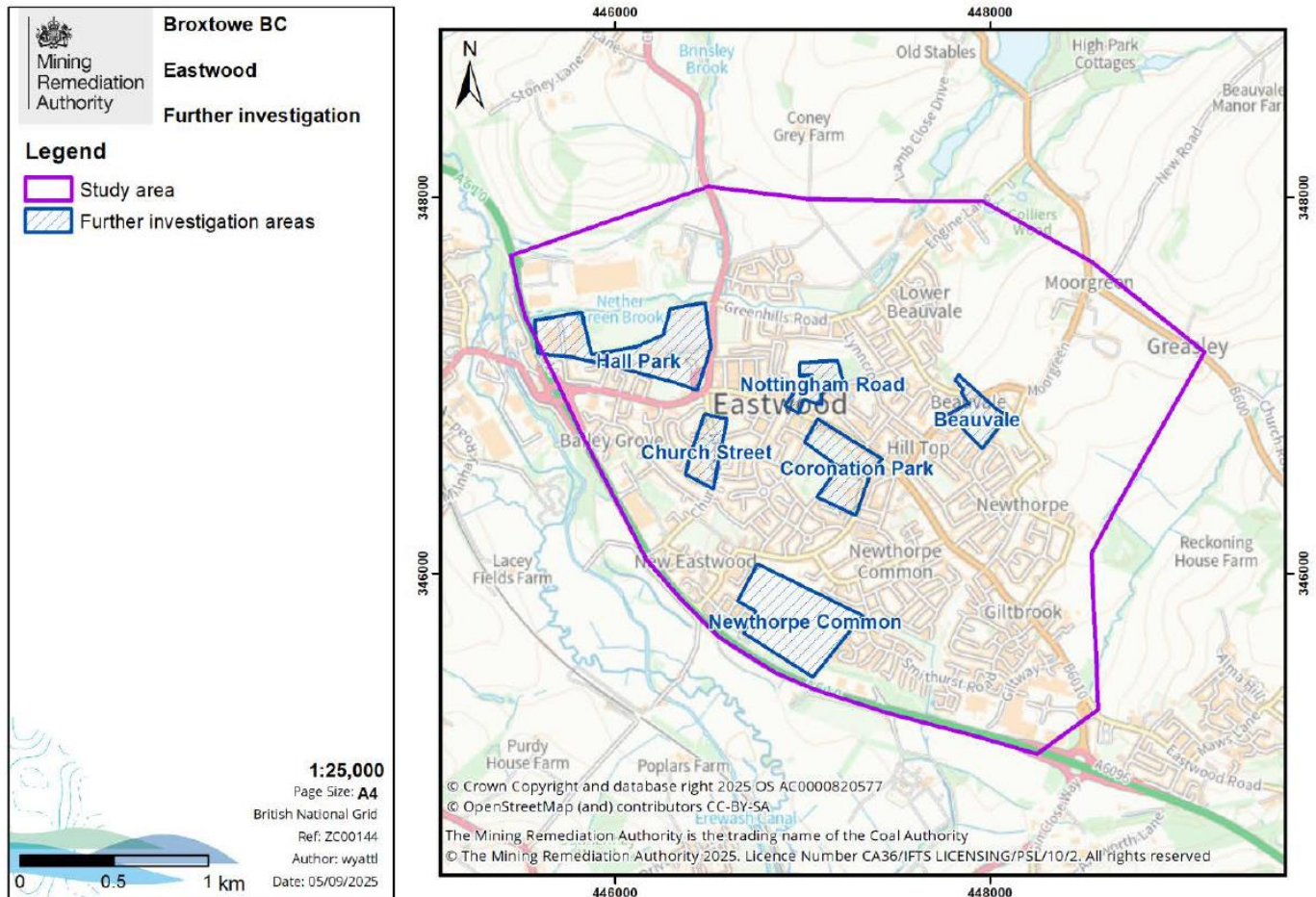
- Eastwood sits above 11 worked seams with a variety of extents from a few roadways to covering almost all of Eastwood; depth of mine workings ranging from near surface to 360 m below surface. Thus, mine workings extents and depths of mine workings make Eastwood an attractive proposition for mine water heat
- Most of the mine workings under Eastwood are expected to be flooded, which is a requirement for mine water use in heat schemes
- There are 3 mine water management blocks in the Eastwood area. Mine water levels may be different in each block, but should be around 20 to 70 mAOD (approx. 10 to 80 m below surface), which is favourable for pumping
- Mine water temperature based on depth of mine workings and actual data from Woodside is expected to be 11 to 17°C
- Water quality data across the area and adjoining areas suggests mine water with elevated iron and potentially brackish to saline water

Across nearly all of the study area there are mine workings in multiple seams, the majority of which are flooded; suggesting that almost the whole of Eastwood offers good potential for mine water heating, cooling, and storage

The study, based on potential current end-users highlighted 6 areas for further investigation:

- Nottingham Road: Wellington Court; Eastwood Library; Lawrence View Primary School
- Beauvale: Greasley Beauvale Primary School; Greasley Sports and Community Centre
- Church Street: Eastwood Primary Care Centre; Springbank Primary School
- Hall Park: Hall Park Academy; Meadowbank Way Industrial Estate
- Coronation Park: The Florence Nightingale Academy; Eastwood Community FC; Eastwood Fire Station; Commercial properties

Drilling depths in these recommended areas to suitable targets range from 50 to 265 m, with estimated drilling costs for pilot or small diameter operational boreholes of £50-£200k per borehole, depending on depth and geology / mining situation.



Eastwood offers good potential for mine water heat across most of its area, we recommend that the next steps are to:

- Confirm areas for further investigation
- Undertake Phase 2 studies for areas identified, to assess:
 - Areas or sites for possible boreholes in each study area, along with assessment of borehole option
 - Confirm mining and hydraulic connectivity between mine workings at a site – connectivity between seams is required for discharged water to return to abstraction borehole
 - Confirm potential pathway length between different mine workings for each site – short pathways can lead to thermal short-circuiting
 - Determine and site specific risks in respect mine workings for a mine water heat scheme

Eastwood Healthy Living Hub

Feasibility Study

12/09/25 - P1



Project Number: 25032
Produced by: KEI
Checked by: MMc

Introduction

Eastwood Healthy Living Hub

The following feasibility study includes an assessment of a development site in Eastwood, Nottingham. It commences with a high level appraisal of the opportunities and constraints of the site. GT3 were provided with a facility mix for a health, library and leisure mixed use development which we expanded upon using our knowledge of buildings of this scale and nature. We have then explored three strategies for how this development could be located on the site. A brief overview of each strategy is provided with a summary of the headline pros and cons. Finally, the study is concluded with a next steps section for consideration.



Opportunities

Site Analysis



Good access:

Bus stops directly outside the south of site, along Nottingham Road. Opportunity for pedestrian access from the south and east of the site. Good site access for construction vehicles, using Wellington Place.



Busy area:

Site is located next to the main high street of Eastwood. Footfall is therefore high to the area, and this is promoted by public transport and nearby carparks.

■ = Retail ■ = Restaurants/Cafes/Pubs



High Street Frontage:

Opportunity to create a new high street frontage with a new building.



Surrounding facilities:

Outdoor active functions within a 10 minute walk to the site support the proposed leisure centre.



Surrounding functions:

Residents and school children will be able to benefit from the new leisure centre. Residential includes terraced and semi-detached housing, as well as a retirement housing scheme.



Connecting to greenery:

Opportunity to extend tree line to shield the school and enhance view. Extra green space to the north west of site provides a buffer between rural and civic.



Sustainable energy:

Existing mineshaft site has been identified as a potential source of sustainable energy, subject to further investigation by the Coal Mining Authority.



Constraints

Site Analysis



Mineshaft:

Ground investigations required to determine ground conditions and suitability for construction. This area should be left free of building construction until further studies are undertaken.



South light blocked:

South light is blocked by existing trees along most of the site. Due to the greenery existing on the site, the area is likely to score highly on biodiversity. Therefore, considerations should be taken into how existing trees could remain on site; if they have to be removed, what will replace them to ensure biodiversity levels are improved?



Site overlooks school:

Site overlooks primary school and school field/playground. Building mass could be located away from that border, or alternatively spaces not requiring large amounts of glazing should be located there.



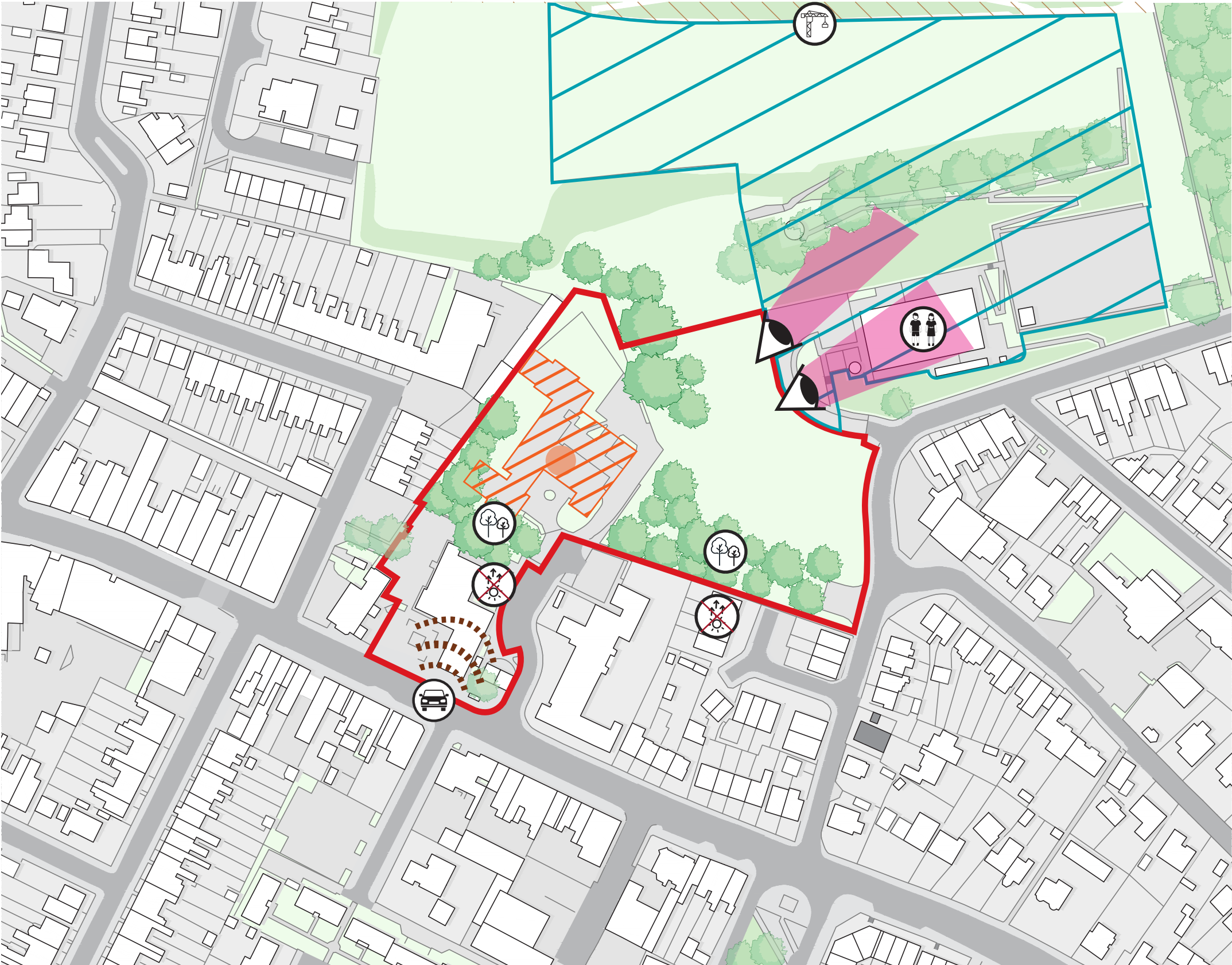
Nearby construction:

Nearby construction creates noise pollution. Investigation should be taken into the construction schedule, to determine whether the leisure centre will be affected once it opens.



Noise pollution:

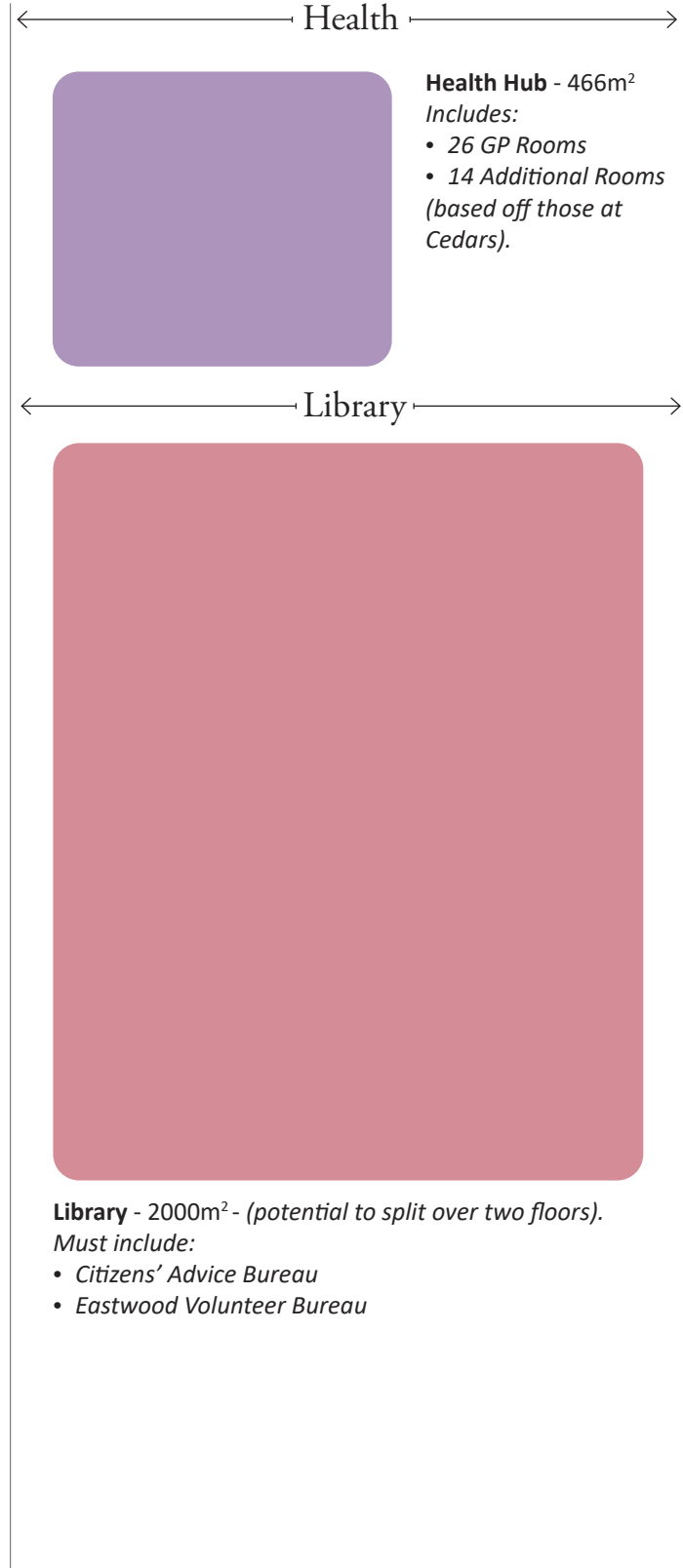
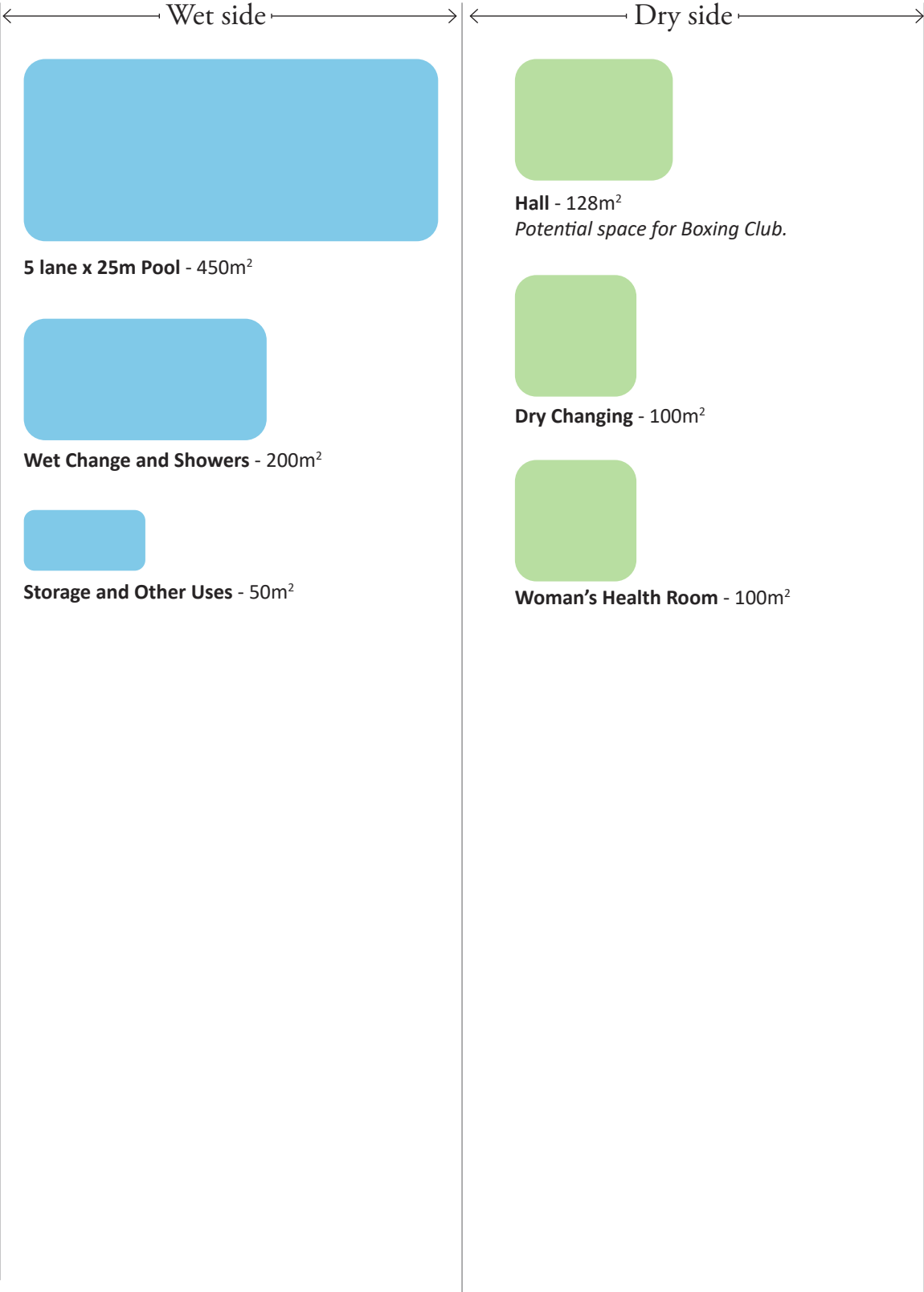
Noise from cars on the Nottingham Road (which has a speed limit of 30mph) could affect the north of the site, that borders the road. Quieter spaces should be located further into the site, and if building mass is positioned here, the function of the spaces should be louder, as they won't be so affected.



Graphic Brief

Bid Areas - Client Brief

This facility mix was provided by Broxtowe Borough Council as a basis to start the feasibility study.

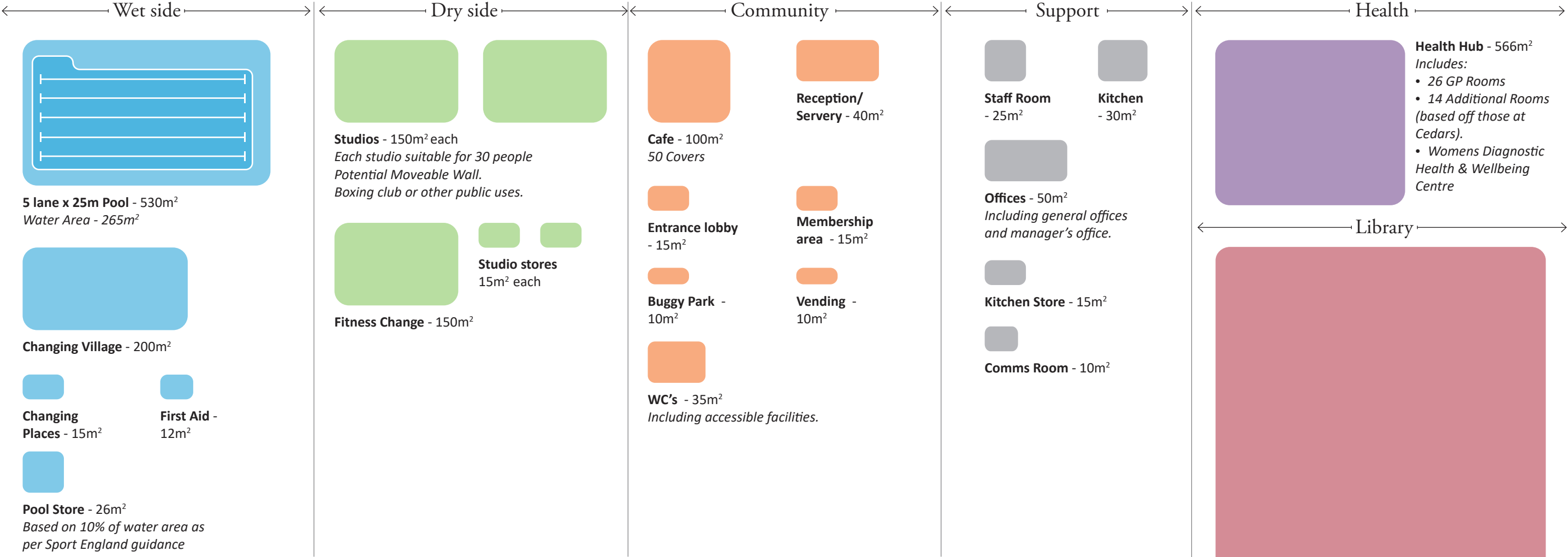


Graphic Brief

Bid Areas - GT3 Brief

GT3 have developed the facility mix to include additional support spaces that are require in a building of this size and nature. We have also suggested some alternative sizes to certain spaces based on project experience

Please note that all areas are approximate and may fluctuate as the project develops.



Potential additions/considerations

- Moveable floor to pool to increase operational flexibility
- Dedicated learner pool (with moveable floor) for variety of activities (swim lessons, aqua aerobics etc.)
- Fitness suite (suggest 100 stations as a starting point) - 550m²
- Spin Studio (suggest 30 bikes) - 60m²
- Power assisted fitness suite for elderly user groups
- Additional revenue generators such as Soft play or Indoor climbing area

Wet Zones	- 783m ²	Support	- 120m ²	Circulation @ 15%	- 328m ²	+ Fitness Suite	- 550m ²
Dry Zones	- 580m ²	Health	- 466m ²	Plant @ 15%	- 377m ²	+ Spin Studio	- 60m ²
Community	- 235m ²	Library	- 2000m ²	Int. Walls @ 5%	- 244m ²	+ Power Assisted Fitness Suite	- 75m ²
		Total Net	- 4184m ²	Total Building Area	- 5133m ²	+ Plant/Circulation/Int. Walls	- 265sqm
				(External spaces not included, assumed external roof plant required).		Total Building Area:	- 6083m ²

Concept Site Plan

Strategy A

In this option, all three functions are housed in a single building located to the east of the site. Despite lower visibility from the high street, a new public realm/landscape could create this connection or it could be an enabling development, subject to suitability. The main vehicular route would also be from the east to ease vehicular pressure on Wellington Place.

- 1

Eastwood Healthy Living Hub
- 2

Car parking - approx. 100 spaces. Parking assessment required to determine suitable amount and mix of EV, family & accessible bays.
- 3

Opportunity for high street activation through public realm, outdoor fitness spaces, learn to ride areas. Alternatively, this could be an enabling development such as residential, extra-care or other.
- 4

Landscaped boulevard to building frontage. Potential location for accessible parking, coach/taxi drop off or bicycle storage
- 5

Service area for plant access, deliveries etc.
- Main entrance to building. Library or Health Hub could have a dedicated external entrances if desired
- Vehicle/pedestrian approach to site
- Landscaping scheme throughout site - required to achieve necessary BNG metrics and improvements
- Outline of existing mine development. Proposed building sited away from this zone. Further assessment required as to suitability of ground conditions for construction

Design shown is indicative only and subject to further design development and input from others



Concept Floor Plan

Strategy A

- Key
- ①

Main Entrance Lobby
- ②

Cafe - connection Library, Health & Leisure
- ③

Circulation Core
- ④

Reception / Servery / Kitchen / Storage
- ⑤

Offices / Storage / WCs / Other Support
- ⑥

Changing Village
- ⑦

Pool Plant
- ⑧

Pool Store
- ⑨

First Aid
- ⑩

5 Lane x 25m Pool
- ⑪

Health Hub - includes Woman's Health Room
- ⑫

Library - Including Citizens Advice Bureau and Eastwood Volunteer Bureau
- ⑬

Plant Room
- ⑭

Staff Room
- ⑮

Fitness Change
- ⑯

Power Assisted Fitness Studio
- ⑰

Spin Studio
- ⑱

Studio
- ⑲

Studio Store
- ⑳

Fitness suite - 100 stations



Design shown is indicative only and subject to further design development and input from others

Concept Site Plan

Strategy B

In this option, the Health Hub is detached from the Library/Leisure development to allow for a better connection to the High Street. This could also allow for phasing benefits. The main vehicular route would be from the east of the site, to ease the vehicular pressure on Wellington Place. The Health Hub would create the desired high street address and then the Library/Leisure element would create an extension to the high street, drawing users in to the site.

- 1

Eastwood Healthy Living Hub
- 2

Car parking - approx. 100 spaces. Parking assessment required to determine suitable amount and mix of EV, family & accessible bays.
- 3

Health Hub in a standalone building to allow for phasing of the development
- 4

Landscaped boulevard to building frontage. Potential location for accessible parking, coach/taxi drop off or bicycle storage
- 5

Service area for plant access, deliveries etc.
- ▲

Main entrance to building. Library or Health Hub could have a dedicated external entrances if desired
- ➔

Vehicle/pedestrian approach to site
- 🌳

Landscaping scheme throughout site - required to achieve necessary BNG metrics and improvements
- —

Outline of existing mine development and mine shaft. Further ground works required to determine suitability for construction

Design shown is indicative only and subject to further design development and input from others



Concept Floor Plan

Strategy B

Key

1

Main Entrance Lobby

2

Cafe - connection Library & Leisure

3

Circulation Core

4

Reception / Servery / Kitchen / Storage

5

Offices / Storage / WCs / Other Support

6

Changing Village

7

Pool Plant

8

Pool Store

9

First Aid

10

5 Lane x 25m Pool

11

Library - Including Citizens Advice Bureau and Eastwood Volunteer Bureau

12

Plant Room

13

Staff Room

14

Fitness Change

15

Spin Studio

16

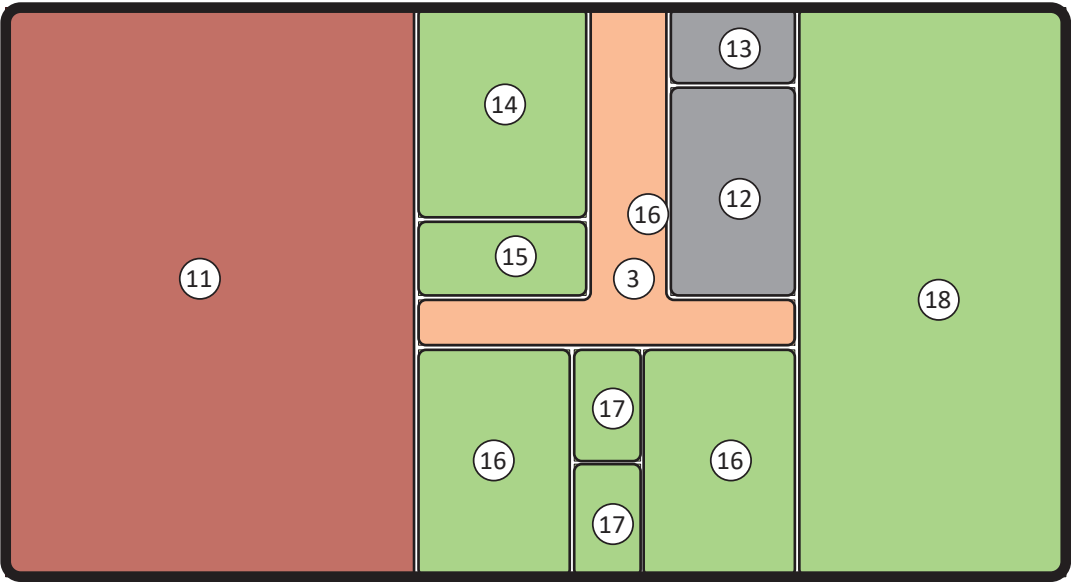
Studio

17

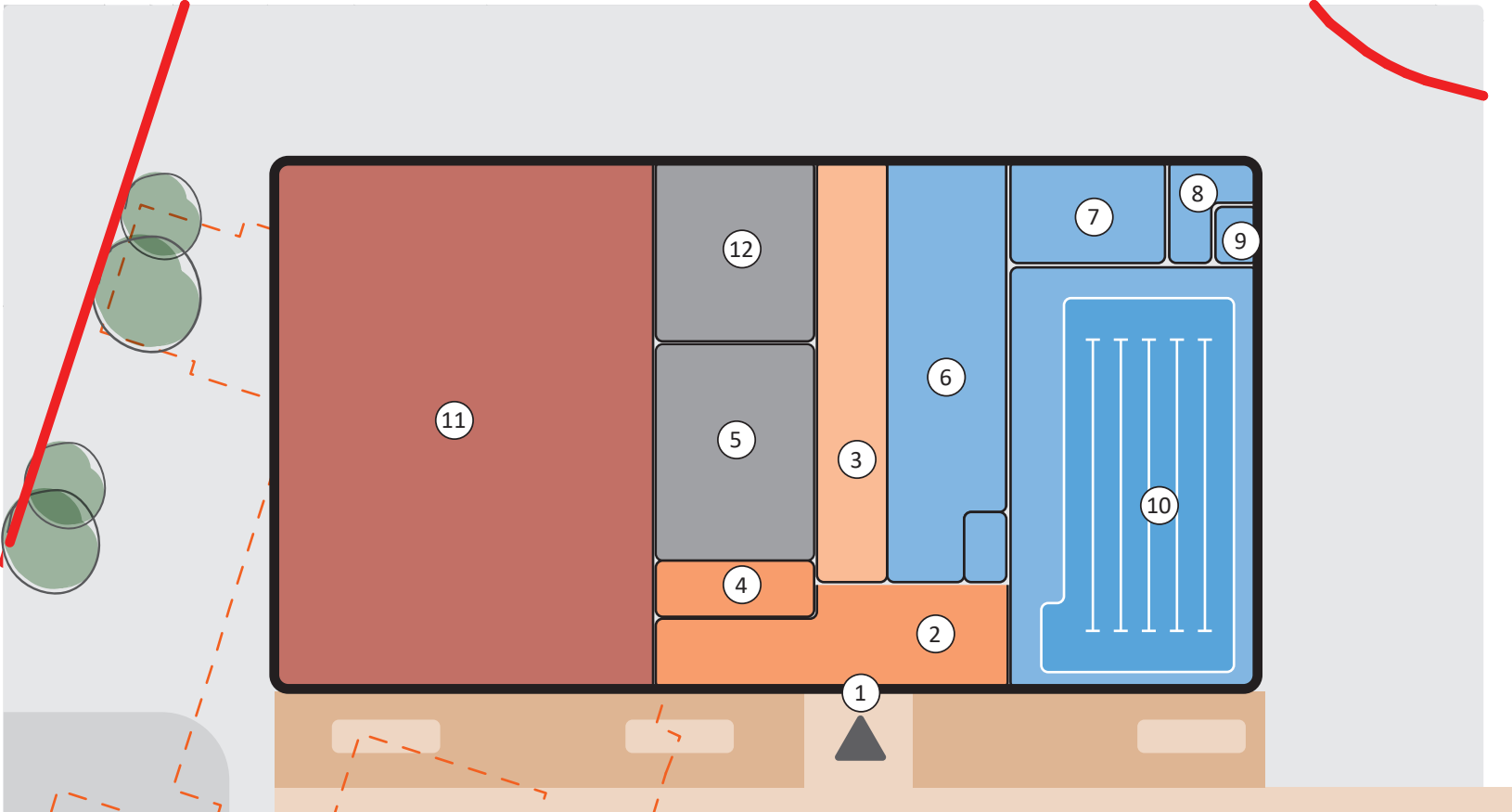
Studio Store

18

Fitness suite - 100 stations



First Floor



Ground Floor

Design shown is indicative only and subject to further design development and input from others

Concept Site Plan

Strategy C

In this option, the building is orientated to the west of the side and wraps around to create a connection to the high street. The library is situated on this frontage with the building continuing into the site with a strong visibility allowed. This option does create a rather sprawling footprint which could led to some of construction inefficiencies. The narrower high street area is a contributor to this and perhaps the desired connection could be created through other layouts.

- 1

Eastwood Healthy Living Hub
- 2

Car parking - approx. 100 spaces. Parking assessment required to determine suitable amount and mix of EV, family & accessible bays.
- 3

Health Hub in a standalone building to allow for phasing of the development
- 4

Landscaped boulevard to building frontage. Potential location for accessible parking, coach/taxi drop off or bicycle storage
- 5

Service area for plant access, deliveries etc.
- ▲

Main entrance to building. Library or Health Hub could have a dedicated external entrances if desired
- ➔

Vehicle/pedestrian approach to site
- 🌳

Landscaping scheme throughout site - required to achieve necessary BNG metrics and improvements
- —

Outline of existing mine development and mine shaft. Further ground works required to determine suitability for construction

Design shown is indicative only and subject to further design development and input from others



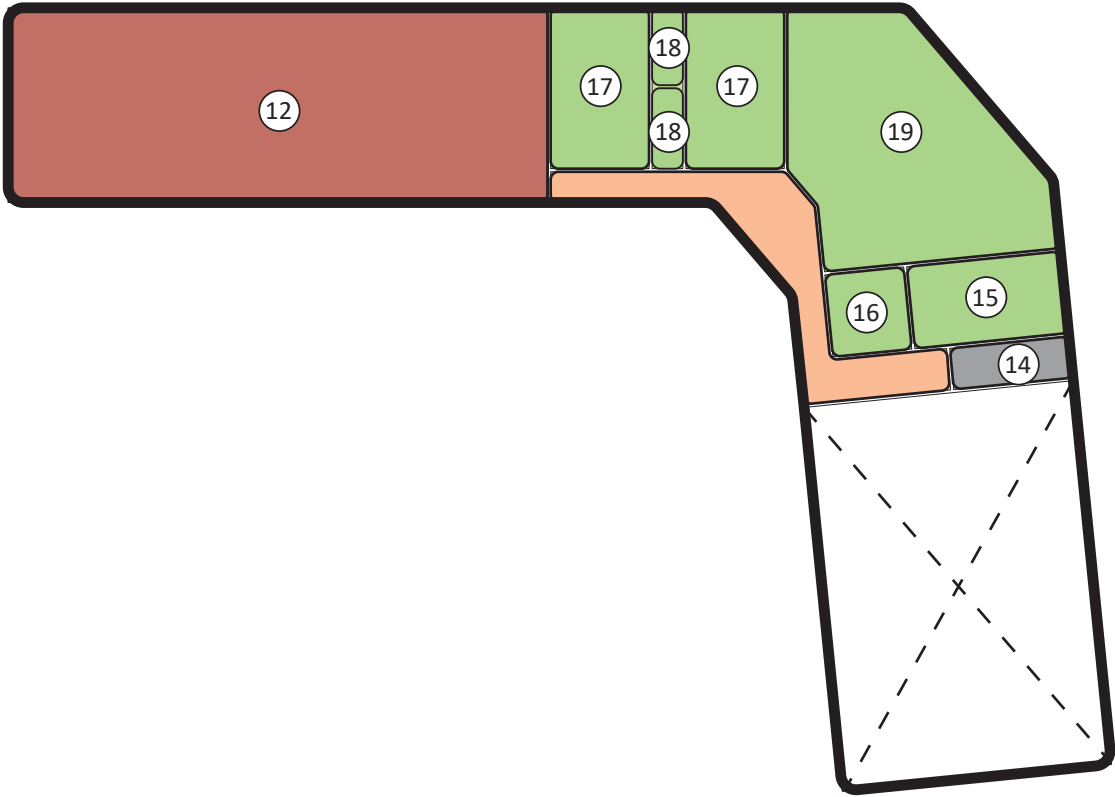
Concept Floor Plan

Strategy C

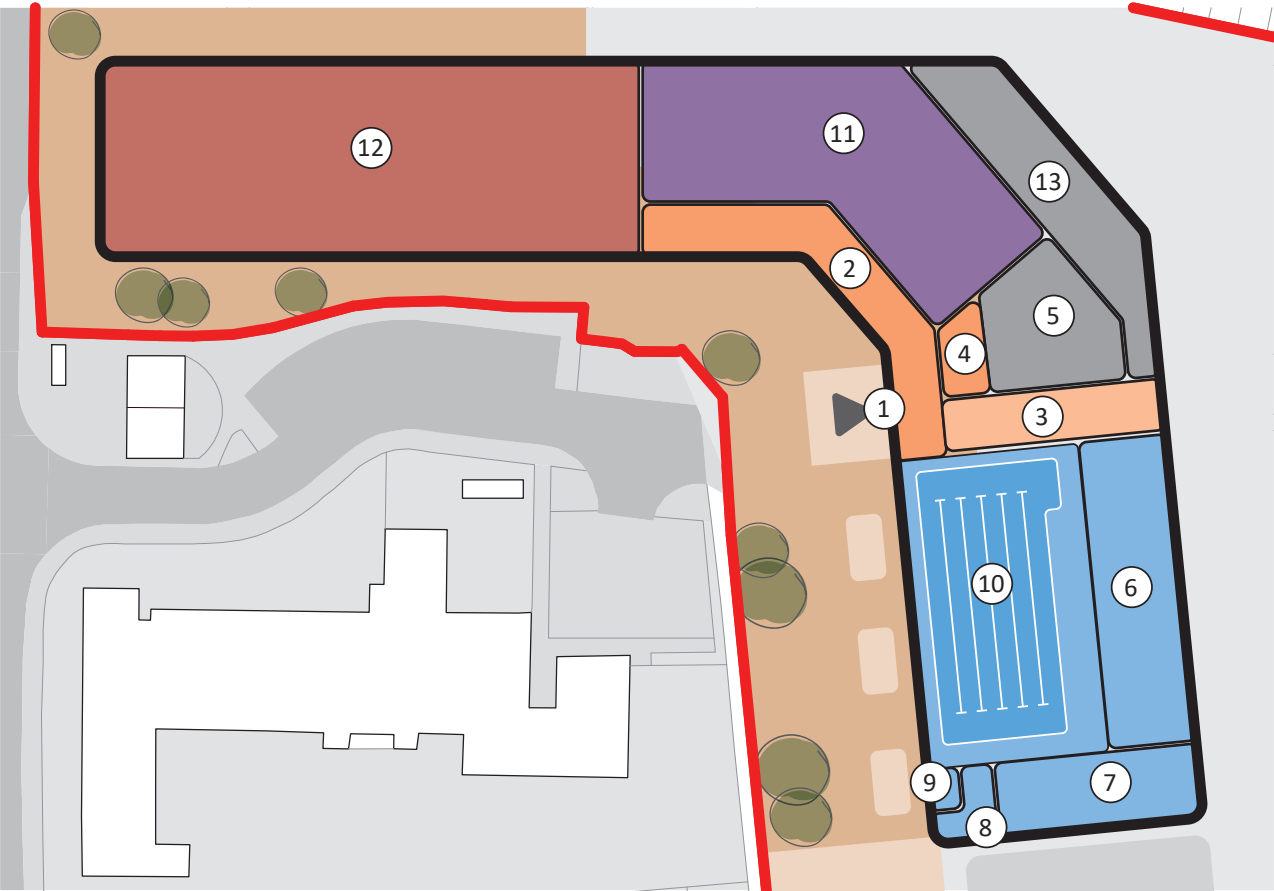
Key	
①	Main Entrance Lobby
②	Cafe - connection Library & Leisure
③	Circulation Core
④	Reception / Servery / Kitchen / Storage
⑤	Offices / Storage / WCs / Other Support
⑥	Changing Village
⑦	Pool Plant
⑧	Pool Store
⑨	First Aid
⑩	5 Lane x 25m Pool
⑪	Health Hub - includes Woman's Health Room
⑫	Library - Including Citizens Advice Bureau and Eastwood Volunteer Bureau
⑬	Plant Room
⑭	Staff Room
⑮	Fitness Change
⑯	Spin Studio
⑰	Studio
⑱	Studio Store
⑲	Fitness suite - 100 stations

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Design shown is indicative only and subject to further design development and input from others



First Floor



Ground Floor

Summary

Strategy Comparison

Below is a short summary of the pros and cons of each strategy.

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Strategy A

- Pros**
- Potential enabling development connected to the high street
 - All three functions contained within one building which increases construction efficiencies
 - Existing mine shaft is avoided
 - Efficient site usage, increasing parking area potential or enabling development area

- Cons**
- High street connection to main building is lessened and lacks visibility
 - Larger building mass located near the school



Strategy B

- Pros**
- Health hub connected to the high street
 - Standalone health hub allows for construction phasing & lesser programme pressure when engaging with stakeholders
 - Visible connection from high street to main building, drawing users in
 - Separate building helps to reduce building mass on the site

- Cons**
- Main leisure/library building set back from high street which lessens strength of connection
 - Existing mineshaft is built over
 - 2 standalone buildings lowers construction efficiencies
 - True co-location of facilities under one roof is not provided



Strategy C

- Pros**
- Main building is directly connected to the high street
 - Potential for extension of high street along building frontage and into site
 - Potential for efficient usage of remaining site area with car parking, ancillary facilities

- Cons**
- Existing mineshaft is built over
 - Less efficient building footprint due to the narrower site boundary to high street side
 - Not all of the suggested facilities are present in the concept building layout due to footprint constraints

Summary

Next Steps

This initial feasibility study represents a first step on the path of this project. There are a number of actions, decisions and workflows that need to be commenced in order to move the project forwards. We believe the following list represent some of the next steps:

- The concept layouts indicated in this document are indicative only and represent strategies on how a development may be positioned on the site. Further work would be required to develop and refine a proposal.
- Given the existing mine shaft on the site, it is crucial to understand the condition of the ground and surrounding area. An assessment in to the suitability for construction via a site investigation report would be advised. Additionally, with the Coal Mining Authorities interest in the site, this could be utilised to the project’s benefit if they have any additional information around the mine shaft or would be open to collaborating with further research
- If not done so already, a Needs Assessment or Leisure Strategy for the borough/Eastwood would be key in further defining the facility mix for the leisure portion of the proposal. This would help understand any deficits in provision/water area/studio space in the vicinity that this proposal could fulfil. Some additions to the leisure mix have been suggested by GT3 and indicated in the plans. These additions will require further development in order to confirm they are suitable and relevant for this proposal
- Engagement with stakeholders such as the Library and NHS will be key in developing the briefs for these spaces. Understanding the possibility of shared facilities/services will help drive efficiencies in the layouts but more importantly, start to align the strategic vision of these stakeholders for the project
- The designs shown are indicative only and subject to further development and review from a full design team at the applicable time. This could include structural/civil engineers, MEP engineers, pool filtration specialist, fire engineer, health consultant, landscape architect, cost consultant and project manager. Additionally, statutory consultees such as planners, highways and environmental agents will need to be engaged with at the correct times to provide input in to the design. A project manager and sports consultant would be key team members to engage with in the first instance in order to help shape the project
- Biodiversity Net Gain is becoming increasingly important to consider at the earlier stages of a project. This is due to the potential impact it can have with delivering the required 10% net gain. Given the site’s landscaped nature, it is likely to score highly as a baseline therefore provided a 10% net gain will need careful consideration as tree removal would be a high possibility to deliver a scheme on this site. We suggest engaging with an Ecologist or Landscape Architect in order to discuss further.
- GT3 can also facilitate a stakeholder engagement session, known as a Vision Workshop. This interactive workshop includes key stakeholders/decision makers for a project and help develop and align a strategic vision for the project. If this is something of interest, we would be happy to discuss further.



Newcastle Studio

John Dobson House
49 New Bridge Street West
Newcastle
NE1 8AN
t: 0191 281 7700

info@gt3architects.com

Nottingham Studio

The Wallis Building
Plumtre Place
Nottingham
NG1 1LW
t: 0115 947 0800

www.gt3architects.com

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Report of the Assistant Director of Asset Management & Development

Compliance Update: Fire Safety

1. Purpose of Report

To provide elected members with a formal update of the Council's position in terms of its statutory fire safety obligations, in line with the Social Housing Regulatory Reform Act 2023.

2. Recommendation

Cabinet is asked to NOTE the content of the report.

3. Detail

On the 02/09/2025 it was reported to cabinet that there were circa 4,000 Fire Risk Assessment actions for Q1. As of the 16/09/2025, there are now 3,576 remaining actions. The breakdown of these actions are as follows:

High Priority Works A (one month)

- Contractor: 0
- Management: 53

Medium Priority Works B (three months)

- Contractor: 36
- Management: 45

Medium Priority Works C (12 months)

- Contractor: 1116
- Management: 971

Medium priority works D (18 months)

- Contractor: 129
- Management: 109

Low priority works E (24 months)

- Contractor: 148
- Management: 607

Low priority works F (30 months)

- Contractor: 362
- Management: 0

Recommended actions (unlimited timeframe)

- Contractor: 12
- Management: 87

We are actively working with our procured contractors and internal Housing Teams, to systematically address all open FRA actions across our stock, using a clear prioritisation framework to ensure that works of the greatest need are mitigated promptly. Management colleagues are presently due to complete all 53 High Risk actions (Priority A) allocated to them by the first week in October 2025. Regular progress reviews are held with the contractor, to monitor completion rates and address / escalate any issues / delays.

Recommended actions are reviewed regularly for feasibility and scheduling purposes, to ensure actions are delivered in the most efficient and time effective manner.

We are also working with our partner contractor to survey all flat entrance doors across the portfolio. As of 16/09/2025 there have been 439 flat entrance door inspections, with 426 actions requiring allocation to resolve.

4. Key Decision

Not applicable.

5. Updates from Scrutiny

Not applicable.

6. Financial Implications

Presently, all inspection and remedial costs are forecast to fall within budget for the current financial year.

7. Legal Implications

Not applicable.

8. Human Resources Implications

Not applicable.

9. Union Comments

Not applicable.

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 included.

13. Background Papers

Nil.

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Report of the Portfolio Holder for Housing

Repairs Policy Refresh

1. Purpose of Report

To seek approval on the refreshed Repairs Policy in accordance with the Council's Corporate Priority of Housing – a good quality home for everyone.

2. Recommendation

To RESOLVE that the updated Repairs Policy be approved.

3. Detail

The upcoming launch of the new Asset Management and Repair Scheduling Solution ('Total Mobile') will give colleagues within Housing Repairs a more robust system that will:

- Auto-schedule visits to the most suitable operatives based on resource / skill matching.
- Provide a web portal for all sub-contractors, removing the need to email and update through manual intervention.
- Provide a web portal for tenants, giving tenants the opportunity to raise, reschedule and track repair appointments, instead of having to call the contact centre.

It is prudent to refresh the Repairs Policy in preparation for the implementation of the new system, to ensure clarity of roles and responsibilities, definitions and the relationship between Housing Repairs and Asset Management. Please note this is a full policy rewrite and therefore a changed table has not been produced.

Appendix 1 details the refreshed policy. **Appendix 2** details the Equality Impact Assessment.

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 is 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

Policy Overview Working Group scrutinised the policy on the 4th of September 2025. Feedback included:

- Clarity on the quality assurance process
- Clarity on the emergency response times / Out of Hours process
- Ensuring tenant responsibilities are listed correctly

The Housing Influence Panel has also scrutinised the policy. Feedback included:

- Clarity on responsibility when repairs fall out of target
- Clarity on which repairs the council will undertake aligned to the Right to Buy process

All necessary amendments from the feedback have been made.

6. Financial Implications

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

The cost of housing repairs is met directly by the Housing Revenue Account (HRA), so any operational efficiencies realised by the new systems and processes should have a positive impact on HRA budgets.

There are no additional financial implications for the Council at this stage with the cost of activity being contained within existing 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 are no direct legal implications arising from this report, the relevant legislation is detailed in Section 4 of the Policy.

8. Human Resources Implications

None arising from this report

9. Union Comments

The Union comments were as follows:

None arising from 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 a change to policy / a new policy an equality impact assessment is included in the appendix to this report.

13. Background Papers

Not applicable.

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REPAIRS POLICY

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1. Scope

This policy sets out the Council's approach to responsive and planned repairs, ensuring clarity on roles, responsibilities, and service standards. It should be read alongside the repairs procedural document, which details operational processes.

The policy applies to all Council-owned housing stock, including General Needs and Independent Living properties. It excludes temporary accommodation, which is managed under licence agreements.

Reports concerning properties not owned by the Council will be directed to the Private Sector Housing team for investigation.

Gas Servicing, Legionella, Electrical Safety and Damp and Mould are covered by separate policies.

2. Purpose

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.

The policy sets out the way in which the Council will carry out repairs and meet its legal obligations under Section 11 of the Landlord and Tenant Act 1985 and under its Tenancy Agreements and leases. It reflects statutory duties and regulatory expectations, including compliance with the Regulator of Social Housing's standards, and supports the Council's strategic Asset Management objectives.

3. Aims and Objectives

The Policy will:

- Clarify the Council's responsibilities and tenant obligations in relation to repairs.
- Ensure that all repairs are addressed promptly, effectively, and in accordance with agreed priorities.
- Provide tenants with safe, secure, and well-maintained homes.
- Promote efficient use of resources through proactive maintenance and risk management.
- Support a responsive service that takes into account tenant vulnerability and individual circumstances.
- Enable continuous improvement through monitoring, tenant engagement, and data-driven decision making.

4. Regulatory Code and Legal Framework

The following legislation sets out our obligations as a landlord. The Council will ensure that the repairs service is delivered with reference to the following:

- Section 11 of the Landlord and Tenant Act 1985
- Housing Act 1985
- Environmental Protection Act 1990
- Secure Tenants of Local Authorities (Right to Repair) Regulation 1994
- Equality Act 2010
- Leasehold Reform, Housing and Urban Development Act 1993
- Common-hold and Leasehold Reform Act 2002
- Secure Tenants of Local Authorities (Compensation for Improvements) Regulations 1994
- Gas Safety (Installation and use) Regulations 1998
- Regulatory Reform (Fire Safety) Order 2005
- The Control of Asbestos Regulations 2012
- Health and Safety at Work etc Act 1974
- The Management of Health and Safety at Work Regulations 1999
- Control of substances hazardous to health regulations 2002
- Water Supply (Water Fittings) Regulations 1999
- Occupiers Liability Act 1957 and Occupiers Liability Act 1984
- The Construction (Design and Management) Regulations 2015
- Building Regulations Approved Documents
- IET Requirements for Electrical Installations 18th Edition 2018 4th Amendment (BS7671)
- Regulator of Social Housing Consumer Standards

5. Definitions

5.1. Repair priority and response

Repairs will be categorised and prioritised according to their urgency and impact on safety, security, and quality of life. The following priorities will be implemented:

- **Emergency:** making safe any potential emergency repairs within 24 hours
- **Urgent:** undertaking any relevant urgent work within seven calendar days
- **Routine:** satisfactorily completing all work within 30 calendar days
- **Planned:** completing lower-risk minor repairs within a cyclical programme

5.2. Repair type

The Council will utilise the above priorities to align with Right to Repair regulations as set by Secure Tenants of Local Authorities (Right to Repair) Regulations 1994 (please refer to appendix A for the list of Right to Repair actions). Below are the different types of repair that will be implemented.

5.2.1. Emergency repair

Work required to remove an immediate risk to life, health, safety, or serious damage to property. The main principle is to make safe but also a full repair if achievable.

This includes (but is not limited to):

- gas leaks
- major water leaks
- loss of power where vulnerable residents are at risk
- unsafe electrical wiring
- serious structural instability
- Insecure property
- total loss of heating in freezing weather.

5.2.2. Minor component repair

This is any action undertaken to restore or renew a minor building component, fixture, or fitting so that it meets its intended function, appearance, and safety standards — whether by fixing faults or by substituting the item with a new equivalent. These tend to be quick fixes, at low cost with minimal disruption to the tenant. This includes (but is not limited to):

- Adjusting or easing sticking doors/windows
- Replacing kitchen cupboard doors or hinges
- Re-securing loose skirting boards or architraves
- Repairing small patches of plaster
- Replacing individual cracked wall tiles
- Replacing internal door handles or locks
- Minor repairs to taps or toilet cisterns (washers, flush handles)
- Replacing broken light switches or sockets
- Re-fixing loose floorboards or laminate edging

5.2.3. Enhanced component repair

This is a repair or replacement action undertaken to restore or renew a building component, fixture, or fitting that requires more specialist skills or resources than a minor repair. It typically involves multiple tasks or trades, takes longer to complete, and may cause moderate disruption to the tenant. These works go beyond quick fixes and address more complex or extensive deterioration, ensuring the component meets its intended function, appearance, and safety standards. This includes (but is not limited to):

- Partial kitchen refit (e.g. replacing several units, worktops)
- Partial bathroom refurb (e.g. replacing bath or shower enclosure)
- Significant plastering works to one or more walls
- Substantial repairs to roofs (e.g. replacing multiple tiles, repairing small sections of felt)
- Replacement of several windows in a property
- Replacing damaged sections of fencing or gates
- Large-scale floor repairs (e.g. screeding, new vinyl in multiple rooms)
- Electrical upgrades within a dwelling (e.g. partial rewire)
- Drainage repairs requiring excavation

5.2.4. Major component repair

This is a significant repair, replacement, or installation of a building component or system that tends to form part of a planned maintenance or capital investment programme. These works can be complex, higher cost, and may involve extensive resources or multiple stages. They may require longer-term planning and tenant consultation. Major component repairs restore or upgrade essential elements such as roofs, kitchens, bathrooms, or external fabric to ensure long-term sustainability, compliance, and tenant safety. This includes (but is not limited to):

- Full roof replacement
- Structural repairs (e.g., foundations, load-bearing walls)
- Complete kitchen renewals
- Complete bathroom renewals
- Boiler and central heating system replacements
- Major electrical rewiring or upgrades
- Full window or door replacements
- External wall insulation or major façade repairs
- Plumbing system overhauls or replacements
- Major drainage or guttering system repairs

5.2.5. ‘Out of Hours’ emergency repair

Emergency works requested outside of the Council’s normal working hours (e.g., evenings, weekends, bank holidays). These are usually attended by a duty operative or contractor to make safe until a full repair can be completed in normal hours.

5.2.6. Void repair

Work carried out in a property during the period when it is vacant, prior to re-letting. The aim is to ensure the property is brought up to a good standard, safe, and fully

functional for the incoming tenant. This process typically involves more extensive cleaning, maintenance, and refurbishment than routine repairs, to address any damage or deterioration that may have occurred during the previous tenancy. This includes (but is not limited to):

- Deep cleaning throughout the property
- Repair or replacement of damaged fixtures and fittings (e.g., kitchen units, doors)
- Electrical and gas safety checks and necessary repairs
- Flooring replacement
- Boiler servicing or replacement
- Minor structural repairs

The Council's approach to voids is outlined in the Void Management Policy.

5.2.7. 'Tenant-responsible' repair

Maintenance tasks and repairs that tenants are expected to manage and fund themselves as part of their tenancy agreement. It is important that tenants understand their responsibilities to help maintain the property and avoid unnecessary costs or delays in repair works. This includes (but is not limited to):

- Replacing lost or broken keys and locks
- Unblocking sinks, toilets, or drains caused by tenant misuse
- Repairing or replacing garden fences or sheds damaged by tenants
- Fixing minor damage to internal decoration (e.g., holes in walls, scuffed paintwork)
- Repairing damage caused by pets
- Replacing light bulbs and batteries in smoke alarms
- Cleaning and maintaining communal areas in shared properties (if specified in tenancy)

Please refer to the [Council's website](#) for clarity on the repairs that fall under tenant responsibility. The Council's approach to tenant alterations and improvements is outlined in the Alterations and Improvement Policy.

6. Repairs service principles

6.1. Proactive, responsive and planned repairs

Repairs will be managed as a separate function overseen by the Repairs and Compliance Manager and supported by the Repairs manager and the Customer Services Manager. These roles will be responsible for ensuring the approach within this policy is adhered to.

The Council will take a thorough and comprehensive approach to managing repairs;

- **Proactive Prevention:** Identifying where there are repeated issues within properties and implementing initiatives to identify and address the root causes.
- **Responsive Action:** Providing clear, timely and effective resolution when a potential repair is reported.
- **Planned works:** developing programmes of activity to either resolve lower-risk repairs in a cyclical approach (e.g. gate repairs) or work alongside the Asset Management team on the completion of enhanced or major components.

6.2. Tenant-centred approach

The Council is committed to delivering a repairs service that provides customer value. When raising a repair, tenants will be able to choose a time-slot that is suitable for them during the working week, including...

- Morning appointments (08:00-12:30)
- Afternoon appointments (12:30 – 17:00)
- Acknowledging the School Run (10:00 – 14:30)

Tenants will have various options to report a repair:

- **Contacting the Customer Services team via telephone:** Who are available between 8.30am and 5.00pm Monday to Thursday and 8.30am to 4.30pm on a Friday. The aim is to arrange an appointment for the repair with the tenant during their initial contact with us.
- **Via the on-line portal:** Tenants will be able to raise and book their own appointments for certain repairs (for example, minor repairs).
- **In person:** Tenants will also be able to visit the Council House and speak with a member of the Customer Services team to raise a repair and book an appointment

Tenants will be kept informed throughout the repair process via proactive phone calls, text messages and / or email. Operatives will call the tenant in advance of their appointment to confirm their availability.

6.3. First-time fix

Our focus is on achieving a first-time fix to reduce disruption for residents and unnecessary repeat visits. Colleagues will be empowered to make a judgement call on whether staying longer on the repair will enable the job to be fully completed. If the operative or contractor is unable to complete the repairs during the first visit, they will advise the tenant of the reasons why and will arrange a further visit by

contacting the Customer Services team from site. Follow-up works will be dealt with if we were unable to complete the originally logged works on the first visit.

Repairs will be scheduled via the NATFED Schedule of Rates (NSR), which is a standardised framework used by local councils to manage repairs and maintenance services efficiently. The NSR underpins a consistent and auditable approach to delivering housing repairs within local government. Please refer to Damp and Mould Policy for prioritisation and response aligned to Awaab's Law.

6.4. Direct labour force

The Council will utilise in-house colleagues (operatives) to complete minor and enhanced repairs. The skill-set will be a mix of single trade (e.g. plumber) and multi-trade operatives to complete repairs efficiently.

The Council will use a range of external contractors to assist in the completion of repairs, especially more specialist or major works. Regardless of who is allocated the works though, our tenants will receive the same levels of customer care, service delivery and repair quality. If works are allocated to a contractor or sub-contractor for completion, our call answering staff will make the caller aware of who is visiting them. Contractors undertaking repairs will be expected to adhere to the standards set out in the "Contractor standards" booklet.

6.5. Partnership Working and Collaboration

It is recognised that addressing repairs is not solely the responsibility of any one team or organisation. The Council will:

- **Work collaboratively across internal departments and contractors**, including tenancy management and asset management, to ensure consistent and co-ordinated service delivery (e.g. to minimise inconvenience to tenants).
- **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.

6.6. Data-Driven decision making

A wide range of data will be utilised to understand the types of repair issues occurring and implementing measures to address issues such as component failures, structural failures and systematic or recurrent problems. 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 repairs hotspots. It is envisaged that this data will be utilised to develop

and implement targeted interventions (such as the 'Home MOT') to mitigate reactive repairs and emergencies. This includes (but is not limited to):

- targeted inspections
- cyclical investment programmes
- enhanced ventilation installation projects (e.g. for Damp and Mould)
- targeted tenant education (n.b. support and advice will also be offered where behavioural changes can assist in reducing the number of repairs being raised).

6.7. Monitoring and Reporting

Robust reporting mechanisms monitor how repairs 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.

6.8. Tenant Feedback and Engagement

Our residents are critical partners in improving how repairs are managed. We will:

- Work with engaged tenants to review policy and service delivery.
- Collect post-repair feedback to evaluate effectiveness.
- Analyse complaints and disrepair claims to learn from service failure.
- Provide clear, accessible information on how to report repairs and what to expect.

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

6.9. Continuity of service

To ensure continuity of service, especially in response to emergency or significant repair cases, the Council will maintain trained staff coverage across all key roles. Employees will be cross-trained to manage repair 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.

6.10. Approach to value for money

The provision of a service that demonstrates value for money is one of our key objectives. Productivity and performance reports will be generated to demonstrate this objective through the effective use of the Housing Management System, Vehicle tracking solution, one-to-one Performance Appraisals and individual accountability reports.

Where there is a need for works to be contracted out, these will be procured in accordance with the Council's procurement framework. Where value for money can be demonstrated, the use of procurement frameworks will also be considered. In the case of emergency and urgent works this may not always be possible.

6.11. Innovation

The Council is committed to exploring and adopting innovative approaches to manage repairs 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. 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.

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7. Specific Repairs processes and actions

7.1. Access

The Council will make at least three reasonable attempts to gain access for repairs. Information will be posted to the tenant highlighting the missed appointment and instruction on what is required. Each access attempt will be recorded in the scheduling system.

For emergency or safety-critical works, the job will remain open and prioritised until access is obtained. Where necessary, welfare checks and partner referrals (police, social services, health) will be arranged in line with safeguarding protocols.

For non-urgent repairs, the Council may either rebook the appointment at the tenant's request or leave the job open for a limited period while further contact is attempted. The chosen approach will be recorded and justified.

Where a tenant's refusal to allow access is unreasonable and the Council has evidenced all reasonable steps to obtain entry, the Council may:

- issue a formal warning; and/or
- recharge the tenant for wasted attendance where costs have been incurred and the tenancy permits; and/or
- pursue legal remedies (e.g. access injunction) if the repair/inspection is necessary for health, safety or compliance and less intrusive measures have failed.

Where vulnerability is identified or suspected, the Council will prioritise safeguarding and welfare-led approaches before any punitive measures. Any decision to recharge or commence legal action will be subject to a vulnerability review.

7.2. Out of Hours

Repairs telephone calls received outside of the times stated above will be classed as "out of hours" and are coordinated by a third party. Repairs that cannot wait until the next working day will be defined as an "emergency out of hours' repair" and the Council will seek to attend this repair in accordance with our listed priorities. Tenants who report a repair out of normal office hours which is not classed as an emergency will be advised why the Council will not be able to attend, how they might be able to assist themselves and how to report the repair the next working day. If an operative attends an emergency out of hours' repair and the tenant is not at home the Council may charge an abortive callout charge. This may also be the case if the reported emergency is a routine repair when the Council attend.

7.3. Health and Safety

It is essential that the Council adheres to Health and safety legislation and guidance. Our in-house team of operatives and external contractors will be issued with relevant information to mitigate any health and safety risks. This includes (where relevant):

- risk assessments
- method statements
- known locations of asbestos

- any known risks on site
- policies / procedures related to a variety of recognised health and safety risks
- pre-construction information including asbestos reports
- any residual risks within the curtilage of the property
- any information held on the Council's Employee Protection Register.

This information will be provided prior to any property visits via relevant training, meetings, and/or information about the repair through a tablet device.

At tenancy commencement, tenants will be issued with any known locations of asbestos, the gas safety certificate and electrical test certificate.

7.4. Rechargeable Repairs

If the Council has to replace or repair items due to the wilful damage or neglect of the Council's property by a tenant, their family or a visitor then the tenant will be charged the full cost of the repair.

Missed appointments cost money and create inefficiencies so the Council may charge a tenant for missing a second confirmed appointment. Please refer to the Recharges Policy for further information.

7.5. Disrepair

Where the Council receives notice of an actionable item of disrepair, fails to address the repair within a reasonable period of time and the tenant suffers a loss, there could be a case for a disrepair claim against the Council. In such cases, guidance within the "Pre-Action Protocol for Housing Disrepair" will be followed in conjunction with the Council's Legal team.

7.6. 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 requirements even if all reasonable steps have been taken, but it has not been possible for reasons genuinely beyond the Council's control. This includes (but is not limited to):

- 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 being able to gain access to the property to complete relevant repairs.
- Not being able to secure suitable alternative accommodation in time (if required).
- Damage being the result of breach of contract by the tenant.

7.7. Training

Senior managers within repairs will be responsible for ensuring all relevant staff are trained in all repair related issues. For example, all staff within the customer services centre, inspectors, and operational teams - this includes (but is not limited to):

- Asbestos awareness
- Working at height

- Manual handling
- Lone working
- Recognising and responding to signs of damp and mould
- Communicating effectively with residents in distress effectively and sensitively

These will initially be a Broxtowe Learning Zone on-line course, which will give colleagues an understanding of the fundamentals within repairs. More enhanced training will be provided for colleagues managing specific repair cases.

7.8. Quality assurance

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

The Council will complete a minimum of 10% quality control checks across all trades. These will comprise of monitored inspections whilst the works are being carried out and post inspections following completion of the work.

8. Tenant support

8.1. Tenants with additional support needs

Our policy focuses on a person-centred approach; therefore, an assessment is to be made which considers the tenant's circumstances when assessing the risks presented by a repair. 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. Repairs 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.

8.2. Leaseholders

The Council has a number of leaseholders and as the freeholder, the Council is responsible for keeping the structure of the building, any common parts of a block and all common external areas in a good state of repair. Repairs undertaken for the benefit of leaseholders are recharged to the leaseholder with the annual service charge. The Council will comply with the requirements of the Commonhold and Leasehold Reform Act 2002, which sets out in detail how leaseholders must be consulted and charged for works. Repairs for leaseholders will be given the same priority as repairs for tenants.

If a repair 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, 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.

8.3. Information and support for tenants

In line with the Regulator of Social Housing's Consumer Standards, the Council is committed to supporting tenants to reduce the risk of unnecessary repairs through practical advice and early intervention. Some repair issues may 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 (The Council's approach to mutual exchanges is outlined in the Tenancy Management Policy).
- 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 repairs approach, the Council will reduce recurrence, improve outcomes for tenants, and meet its legal obligations, while also contributing to stronger tenant satisfaction measures relating to tenant satisfaction and safe, well-managed homes.

8.4. 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.

8.5. Right to Buy

If a tenant has exercised their right to buy the property, the Council will continue to undertake qualifying repairs only. This includes emergencies, compliance checks and anything listed in the Right to Repairs list (appendix A). Routine and planned repairs will not be carried out.

8.6. Contents Insurance

The Council are not responsible for tenants' contents and recommends that tenants arrange their own contents insurance. However, if damage is caused to a property, our fixture and fittings, a shared area or a neighbouring property by the tenant, a member of their household or a visitor, including pets, the tenant is responsible for making good the damage. This includes both accidental damage and deliberate damage, for example, flooding caused by a washing machine or deliberate damage caused to an internal door. This is because these items are not covered by the tenants' contents insurance.

8.7. Complaints and compensation

If the tenant wishes to make a complaint about how the Council has managed their repair, or request compensation from the Council in regard to a repair issue 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 employee managing the request will offer to raise a complaint on behalf of the tenant if they wish to complain.

Section 99A of the Housing Act 1985 and the Secure Tenants of Local Authorities (Compensation for improvements) Regulations 1994 apply to improvements carried out by secure tenants. Tenants may be able to claim compensation for certain improvements that have been made when the tenancy ends. The compensation is calculated to take into account wear, tear and depreciation. Tenants can claim compensation for the cost of materials (but not appliances such as cookers and fridges) and labour costs. Sometimes damage will be caused to a tenant's property, fixtures or fittings during the completion of repairs works. Where an operative or contractor acknowledges that damage has been caused the Council will inspect the damage and agree any compensation due. This will be approved by the appropriate Assistant Director. If the matter is disputed, then it will be referred to the Council's Insurance Department who will determine if the Council are liable for compensating the tenant. If a property is damaged following a roof leak, water leak or other unforeseen circumstance, then a tenant will be asked to complete an insurance claim form and any liability will be assessed by the Council's insurers.

9. Related Policies, Procedures and Guidelines

This policy should be read in conjunction with the:

- Damp and Mould Policy
- 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
- Tenancy Agreement
- Leasehold Agreement
- Asset Management Policy
- Void Management Policy and associated procedures
- Void / empty property lettable standard
- Gas Safety Policy, associated procedures and access process
- Electrical Safety Policy, associated procedures and access process
- Tenancy Management Policy
- Alterations and Improvements Policy
- Corporate Complaints Policy
- Asbestos Code of Practice and associated procedures
- Legionella Code of Practice and associated procedures
- Mutual Exchange policy
- Customer Care and Workmanship Standards
- Contractor standards booklet
- Schedule of costs for recharges
- Pre-termination procedure
- Rechargeable repairs procedure
- Secure Tenants of Local Authorities (Right to Repair) Regulation 1994.
- Pre-Action Protocol for Housing Disrepair
- Customers with additional support needs

10. Review

The Council will monitor any proposed changes to legislation and prepare to adapt. 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

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12. Appendix A: List of 'Right to Repair' actions

Repair Type	Response time in working days
Total loss of electric power	1
Partial loss of electric power	3
Unsafe power or lighting socket or electrical fitting	1
Total loss of water supply	1
Partial loss of water supply	3
Total or partial loss of gas supply	1
Blocked flue to open fire or boiler	1
Heating or hot water not working between 31 October and 1 May	1
Heating or hot water not working between 30th April and 31 October	3
Blocked/leaking foul drain, soil stack or toilet	1
Toilet not flushing (if there is only one toilet in the property)	1
Blocked sink, bath or basin	3
Tap cannot be turned	3
Leak from a water pipe, tank or cistern	1
Leaking roof	7
Insecure external window, door or lock	1
Loose or detached banister or hand rail	3
Rotten timber flooring or stair tread	3
Door entry phone not working	7
Mechanical extractor fan not working (internal kitchen or bathroom)	7

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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:		Repairs Policy	
Title of the Officer undertaking the assessment:		Change Delivery Manager	
Is this a new or an existing policy or function?		Existing	
1. What are the aims and objectives of the policy or function? The Policy will: <ul style="list-style-type: none"> • Clarify the Council's responsibilities and tenant obligations in relation to repairs. • Ensure that all repairs are addressed promptly, effectively, and in accordance with agreed priorities. • Provide tenants with safe, secure, and well-maintained homes. • Promote efficient use of resources through proactive maintenance and risk management. • Support a responsive service that takes into account tenant vulnerability and individual circumstances. • Enable continuous improvement through monitoring, tenant engagement, and data-driven decision making. 			
2. What outcomes do you want to achieve from the policy or function? The policy supports the quality of the Council's housing stock being well maintained and any repairs required being managed effectively			
3. Who is intended to benefit from the policy or function? Tenants will benefit from the policy as it is designed to improve service delivery, focusing on proactive and responsive repair measures.			

<p>4. Who are the main stakeholders in relation to the policy or function?</p> <p>The two main stakeholders will be tenants and teams / colleagues within the Council, including;</p> <ul style="list-style-type: none"> * Repairs (e.g. operatives / customer services advisors / team leaders / inspectors) * Asset Management (e.g. Capital Works Manager / Modernisation officers)
<p>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?</p> <p>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.</p>
<p>6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?</p> <p>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.</p>
<p>7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?</p> <p>The repairs policy has been shared with the Housing Influence Panel meeting. There was a broad acknowledgement from the panel regarding the rationale of the policy.</p> <p>Feedback from colleagues involved in the revised policy hold a similar view to the Tenant Panel, acknowledging the rationale.</p>
<p>8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways?</p> <p>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:</p>

□ 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.

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

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.

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.

This is justified.

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

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:

- Arrange to translate the policy for residents whose first language is not English
- Arrange appropriate additional support for residents who may not understand the policy (e.g. support worker invited to discuss the policy).

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

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.

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

Using data that will be captured when repairs 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.

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:

Older tenants may find it difficult to (for example) clear the contents of their property / room / storage if required (e.g. for kitchen repairs). 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 kitchen repairs). 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 health and safety risk 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 kitchen repairs). 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 Environment and Climate Change

EMCC Local Retrofit Strategy

1. Purpose of Report

To seek approval to endorse the EMCC Local Retrofit Strategy.

2. Recommendation

Cabinet is asked to RESOLVE that EMCC Local Retrofit Strategy is endorsed.

3. Detail

The East Midlands Combined Counties (EMCC) Local Retrofit Strategy, developed through the Local Area Retrofit Accelerator (LARA) pilot, aims to reduce fuel poverty, improve housing quality, and support environmental sustainability.

Retrofit refers to the process of upgrading existing buildings to improve their energy efficiency, comfort, and performance. This typically includes measures such as insulation, improved ventilation, low-carbon heating, and renewable energy generation systems (solar panels).

Between February and July 2025, over 58 organisations including the Council, contributed to the design process of the strategy. This collaboration produced a shared vision, agreed principles, and a coordinated set of goals and actions to drive retrofit activity across the EMCC area.

The strategy outlines how the region can improve the energy efficiency of heating and cooling in homes, while also supporting health outcomes, economic growth, and the creation of skilled employment. It promotes a balanced approach to economic, social, and environmental priorities.

The University of Nottingham's consultancy-led retrofit project will work in parallel with this strategy. The Council is currently awaiting the second draft of this document, and a separate Cabinet report will be presented upon its receipt.

A copy of the draft EMCC Local Retrofit Strategy is provided in **Appendix 1**. This version is not final and is currently being redrafted by the EMCC team. While the strategy plays a key role in addressing climate change and reducing carbon emissions, it also delivers broader benefits, including improved public health, enhanced housing quality, and local economic development.

In Broxtowe Borough, heating and lighting account for approximately 33% of total emissions. Given the Government's challenging net zero target by 2050, accelerated action is required, particularly in relation to residential properties. The Council has a key role to play in enabling and supporting households to deliver this transition and the EMCC Local Retrofit Strategy provides an initial framework to guide and support that delivery.

4. Key Decision

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 2010.

5. Updates from Scrutiny

Not applicable.

6. Financial Implications

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

There are no additional financial implications to consider at this stage. 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 are no direct legal implications arising from this report and at this stage of the project, there will be a requirement for Legal Services to be involved in relation to procurement, governance advice and advice in relation to any funding agreement and the Memorandum of Understanding. The above advice will be provided as the project evolves.

8. Human Resources Implications

Not applicable.

9. Union Comments

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 applicable.

13. Background Papers

Nil.

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East Midlands Combined Counties **RETROFIT STRATEGY** **2025-2028**



Graphics coming soon

To Be Provided by EMCCA Comms Team

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1. Forwards

Text coming from EMCCA and Notts County Council

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2. Executive Summary

The East Midlands Combined Counties (EMCC) Local Retrofit Strategy sets out a systems-led, place-based roadmap to accelerate home retrofit. This will support the reduction of fuel poverty, increase health of local housing and increase environmental sustainability across the EMCC region. Developed through the Local Area Retrofit Accelerator (LARA) Pilot, this strategy unites a range of local stakeholders around a shared understanding of the need to reduce fuel poverty, delivering local economic and social benefits and cutting emissions from heating and cooling homes. The EMCC is one of four 'localities' that participated in the LARA Pilot, convened by the MCS Foundation.

Why a system, place-based approach? Tackling home retrofit at scale demands more than isolated projects, it requires systemic change. The approach takes a whole-system view across six pillars: community, skills and training, homes, low carbon technology, financial resourcing and governance. It recognises that stakeholders need to collaborate and coordinate to create lasting, scalable impact. It is grounded in the unique characteristics and challenges of the East Midlands as a region, leveraging the expertise and energy of local partners while aligning with national net zero ambitions.

Between February and July 2025, over 58 organisations collaborated through a structured co-design process involving workshops, working groups, and stakeholder interviews. This included representation from local authorities, community groups, supply chain, social landlords, training providers, financial sector, and national partners. Together, they developed a shared vision and mission, agreed principles, determined strengths, weaknesses, opportunities and threats to accelerating retrofit in the region and developed a suite of coordinated goals and actions.

Early delivery of priority actions will be an important first step to kick start the delivery of the strategy including improving public advice services, workforce development, and coordinated use of existing funding streams (e.g., the government's Warm Homes scheme).

The EMCC Retrofit Strategy is a catalyst for action, not just on home energy efficiency, but for building a more resilient, prosperous, and inclusive region. With coordinated leadership, collaborative delivery, and ongoing support from government, industry, and communities, the region can become a model for retrofit at scale, delivering real-world benefits for households, the local economy, and the environment

The collective vision is:

“A just future in which we’re all living in healthy, energy-efficient homes within sustainable communities.”

The mission is:

“We will improve our homes faster, prioritising confidence, quality, affordability and collaboration, and grow skills and jobs in our region.”

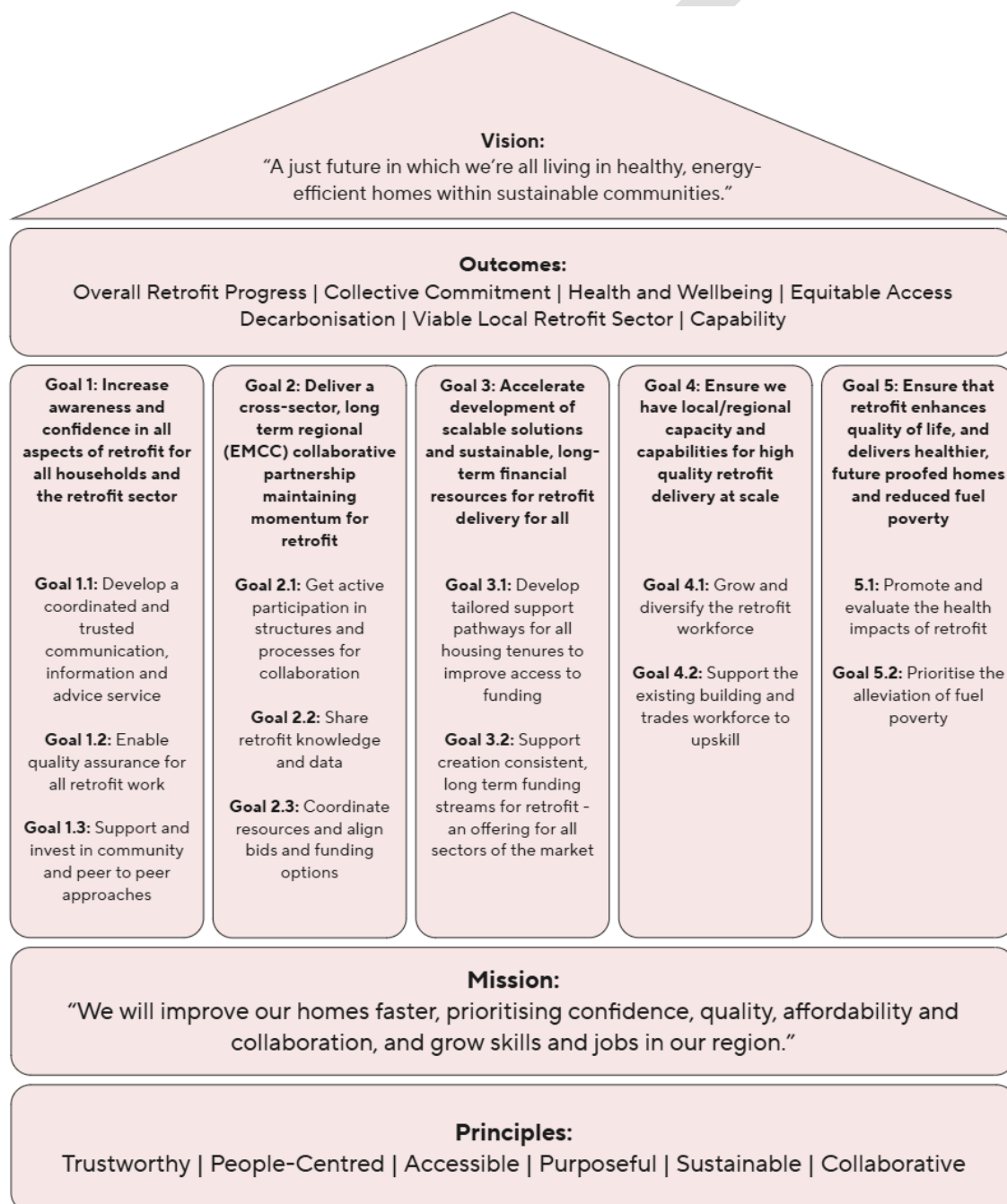
The approach is underpinned by Six shared principles:

- **Trustworthy**
- **People-centred**
- **Accessible**
- **Purposeful**
- **Sustainable**
- **Collaborative**

3. The Strategy House

The 'Strategy House' visually captures the core outputs of the co-design process in a familiar and relevant structure. It also reflects the systems approach needed to accelerate retrofit, that the house is only as strong as the sum of its parts.

- **The foundations**, our mission and principles provide stability and direction, anchoring and guiding our collective action.
- **The pillars** represent the goals and sub-goals, holding the structure upright.
- **The roof** contains the vision and outcomes, which protects and provides a clear sense of purpose, uniting and covering all our efforts beneath it.



4. Introduction

The EMCC Local Retrofit Strategy (the strategy) primarily sets out how the region can make progress in improving the efficiency of heating and cooling of domestic buildings and alleviating fuel poverty. But it is more than that. It's a plan to increase good health outcomes from living in decent homes, support growth within the sector, to create skilled and well-paid jobs. It's about making decisions that balance economic, social and environmental considerations. It has an eye on the future and ensuring we're prepared for the climate to come. This aligns well with the East Midlands Combined Counties Authority (EMCCA) Corporate Plan supporting the following themes the plan focuses on:

Regional strategy, investment and devolution

Business growth and innovation

Skills and employment

Net zero transition and climate resilience

Housing and regeneration

This strategy was developed as part of the Local Area Retrofit Accelerator pilot (the pilot). This initiative aimed to take a systems approach to tackling retrofit. A systems approach thinks about problems and solutions by considering the entire system, rather than individual parts. It's a holistic and interdisciplinary method that emphasizes how different elements interact. The pilot takes a place-based approach using a collaborative process to address the needs of a community by working together to improve the quality of life. It involves understanding a place's social context and physical setting. In this context the place was Derbyshire and Nottinghamshire and stakeholders from across the retrofit system were invited to co-develop the strategy.

The co-design delivery involved three key stages:

- **Shared Understanding:** Mapping the local retrofit system, stakeholders, policies, and data to establish a clear baseline
- **Vision and Planning:** Facilitating stakeholders to agree a shared vision and action plans and draft the strategy which sets out to improve the local retrofit system
- **Review & Endorsement:** Senior stakeholders review and formally endorse the strategy, launching it publicly to mobilise collective action

5. Vision & Mission

Vision



“A just future in which we’re all living in healthy, energy-efficient homes within sustainable communities.”

Mission



“We will improve our homes faster, prioritising confidence, quality, affordability and collaboration, and grow skills and jobs in our region.”

6. Strengths, Weaknesses, Opportunities, Threats (SWOT)

The SWOT was developed over several phases. The project team conducted qualitative and quantitative research published in the Locality Assessment with data gathered through desk-based research and stakeholder interviews. The Locality Assessment informed the workshops and set a baseline understanding of the EMCC regions local retrofit system. The Locality Assessment report details specific geographic and demographic information about the locality and provides insight into activity within the locality.

Each element of the SWOT has fed into the goals and actions developed by the project team to ensure there is a strategic fit.

Strengths

- Rich experience of local retrofit delivery
- Local training centres
- Local partnerships and advice centres
- Best practice examples to build
- Local Area Energy planning underway
- Retrofit Employers Forum
- Green skills programme

Weaknesses

- No list of recommend suppliers.
- Not an offering for everyone (in terms of grants and support)
- Grants don't take account of differential costs for rural areas
- Lack of coordination between housing associations
- The community sector varies across the region
- A lot of the contractors working local are based outside the region.
- Need better ways to measure benefits of retrofit

Opportunities

- Coordinated action through East Midlands Combined Counties Authority (EMCCA)
- Coordination of future skills development
- Pilot of mine water heat scheme in ex-coalmine.
- Energiesprong, FurbNow and other models can be replicated
- Public health support in retrofit
- Midland Net Zero Hub signposting
- Digital space opportunity building on the Green Rewards app
- Archetype guides

Threats

- High levels of deprivation
- Lack of incentive for SMEs to invest in training staff
- Lack of trust and disinformation
- Complex retrofit projects are not cost-effective for installers
- Short term government grant schemes

7. Principles

These Key principles for a better retrofit system were identified by the region

Trustworthy – demonstrating competence and quality

People-centred – focus on the customer and giving them agency

Accessible – providing clarity and making retrofit easy and inclusive

Purposeful – pragmatic idealism, action orientated and brave

Sustainable – a long term, future proofed approach

Collaborative – alignment, with everyone included and involved

These shared principles will help inform and guide retrofit activity undertaken by organisations who endorse the strategy. The governance agreements between signatories to the strategy will formally ensure their importance. The principles have influenced the goals and actions and are critical in achieving the vision.

8. Outcomes

Participants in the region develop the following set of desired outcomes:

Equity - Improvement in people's life outcomes

Regional collaboration - Working together as a region for better outcomes

Healthy homes - Improved physical and mental outcomes

Resident benefiting/people-centred – putting residents needs first

These outcomes will be delivered by achievement of the goals. Progress towards delivering the outcomes will be monitored and the project team propose the following metrics

Overall progress KPIs:

- Percentage increase in number of homes per year retrofitted well
- Average EPC increased rating across the EMCC region
- Improved Indices of fuel poverty
- Increase of people employed in retrofit careers
- Increase of accredited installers (e.g. MCS)
- Increase of collaborations and partnership in the retrofit system
- Increase of community energy organisations
- Increase of MCS accredited low carbon technology installations per year
- Increased level of investment in retrofit

Collective commitment

- Growing commitment to working together as a region

Health and wellbeing

- Reduction in number of people suffering poor health due to damp and/or mould via GP referrals
- Improvements to health and wellbeing, quality of life

Equitable access

- Reduction in fuel poverty and increase in accessibility of funding/finance

Environmental Sustainability

- Reduction in carbon emissions from domestic properties

Viable local retrofit sector

- Local retrofit supply chain works and delivers quality retrofit

Capability

- Strong local skills base

Some KPIs may rely on proxy measures where direct measurement is challenging – for example, assessing the impact of 'knowledge sharing'

9. Goals & Actions

The following goals and sub-goals have been determined by the region.

Each goal has an example of linked actions, further actions and additional information including alignment to SWOT analysis can be found in the accompanying action plan.



Goal 1

Increase awareness and confidence in all aspects of retrofit for all households and the retrofit



Goal 2

Deliver a cross-sector, long term regional (EMCC) collaborative partnership maintaining momentum for retrofit



Goal 3

Accelerate development of scalable solutions and sustainable, long-term financial resources for retrofit delivery for all



Goal 4

Ensure we have local/regional capacity and capabilities for



Goal 5

Ensure that retrofit enhances quality of life, and delivers healthier, future proofed homes and reduced fuel poverty





Goal 1: Increase awareness and confidence in all aspects of retrofit for all households and the retrofit sector.

This goal aims to increase retrofit activity and the number of installed measures locally, enabling residents to 'live in healthy, energy-efficient homes. To achieve this, the focus will be on offering trusted advice, nurturing peer-to-peer communications and improving quality assurance by highlighting positive stories.

Sub-goal 1.1: Develop a coordinated and trusted communication, information and advice service

- Develop a comprehensive retrofit map featuring regional actors and networks to support providers and provide effective signposting to the best advice.
- Develop a trusted brand for regional advice and guidance providers to improve trust for public and suppliers.
- Create a Retrofit Support Service website for advice and to triage service via website, email, phone and events

Sub-goal 1.2: Support and invest in community and peer to peer approaches

- Create community engagement retrofit role or add to existing role to empower community organisations to support retrofit
- Develop a network of community champions and organisations and provide retrofit training
- Create a network of 'open homes' to demonstrate different technologies and support community groups to run events

Sub-goal 1.3: Enable quality assurance for all retrofit work

- Create retrofit supply chain role(s) or add to existing position
- Develop an agreed approach for grant commissioners to ensure good governance and quality of retrofit install
- Review ECO LA Flex practices and agree coordinated, minimum service level approach





Goal 2: Deliver a cross-sector, long term regional (EMCC) collaborative partnership maintaining momentum for retrofit

This goal builds on the collaboration developed by key retrofit stakeholders across the region. Working together to deliver more for less with better outcomes. To achieve this there will be improved structures and processes for regional retrofit activity and greater collaboration across sectors, particularly around data sharing and funding opportunities.

Sub-goal 2.1: Get active participation in structures and processes for collaboration

- Create role to coordinate stakeholder activity or allocate to existing position
- Facilitate cross-sector action group to drive partnership activity between local authorities and social landlords - convened by EMCCA-based strategic lead
- Set up cross-sector action group for skill development for employers and training providers convened by EMCCA-based strategic lead

Sub-goal 2.2: Share retrofit knowledge and data

- Create retrofit data and research role or allocate to existing position
- Facilitate data sharing and collaboration between organisations involved in retrofit to build understanding and map regional capabilities
- Collate and publish timely retrofit information and data and balance demand

Sub-goal 2.3: Coordinate resources and align bids and funding options

- Improve collaboration for grant scheme delivery between local authorities and social landlords
- Realise opportunities for collaboration and local supplier procurement from Warm Homes funding





Goal 3: Accelerate development of scalable solutions and sustainable, long-term financial resources for retrofit delivery for all

This goal highlights the need for economic stimulus to achieve a growth, including both private investment and institutional funding. A more technical and coordinated approach to regional retrofit will focus on the need for long-term financial products alongside developing specialist support services while ensuring the best use of grant schemes and the development of appropriate financial offers.

Sub-goal 3.1: Develop tailored support pathways for all housing tenures to improve access to funding

- Create grant scheme support and coordination role or allocate to existing position
- Research retrofit facilitation provider/ specialist support service options
- Consult stakeholders to develop and implement a retrofit facilitation model

Sub-goal 3.2: Support creation of consistent, long term funding streams for retrofit - an offering for all sectors of the market

- Create retrofit finance coordination role or allocate to existing position
- Assess and compare local authority funding options, grants, loan schemes, carbon offsetting
- Consult with stakeholders on findings and determine preferred finance option(s) to develop and test.





Goal 4: Ensure we have local/regional capacity and capabilities for high quality retrofit delivery at scale

This goal helps to balance the demand-orientated actions of goals 1 and 3 whilst developing capacity within the local supply chain to support an increase in demand and diversification within the sector. This will ensure carbon-reductions are delivered and give consumers confidence in their needs/aspirations being fulfilled.

Sub-goal 4.1: Grow and diversify the retrofit workforce

- Create retrofit installer forum to provide upskilling, recruitment and retention support
- Create a retrofit trainer forum to develop and agree a plan for retrofit training in the region
- Secure funding to develop and deliver services to support new entrants and cross-training into retrofit careers

Sub-goal 4.2: Work towards a robust local/regional supply chain and a viable retrofit market

- Develop and deliver procurement strategy with focus on SMEs in local supply chain, to include advice on accessing finance
- Develop and deliver SME-friendly social impact standard for retrofit projects/procurement
- Boost communications within supply chain to promote opportunities, support with challenges, celebrate best practice and foster peer support





Goal 5: Ensure that retrofit enhances quality of life, and delivers healthier, future proofed homes and reduced fuel poverty

This goal reflects the vision and aspiration to deliver a range of benefits for all. Through improved housing retrofit we aim to deliver better life outcomes, including improved health and a reduction in fuel poverty.

This will be underpinned by further research, the delivery of new and coordinated services and processes and a collaborative approach to accelerate grant funding.

Sub-goal 5.1: Promote and evaluate the health impacts of retrofit

- Set up public health retrofit forum with social and integrated care representatives to improve collaboration and increase health outcomes through retrofit
- Evaluate the health benefits of different retrofit approaches to guide future health-based investment and co-develop guides for best practice
- Improved collaboration between health and housing sectors to develop pilot projects to improve health outcomes

Sub-goal 5.2: Prioritise the alleviation of fuel poverty

- Create retrofit fuel poverty role or allocate to existing role position
- Create a fuel poverty forum and conduct stakeholder assessment of those involved in fuel poverty work within locality
- Deliver place-based, fuel poverty alleviation retrofit project(s) and assess outcomes to ensure fuel poverty alleviation is prioritised and develop improvement plans where needed



10. Endorsement

The strategy has been endorsed by the following organisations:

Organisation Logos to go here once endorsed

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11. Definitions

The strategy has the following defined terms:

- **ACTIONS:** Things done by people and organisations in the East Midlands Combined Counties in support of goals, by individuals or groups
- **GOALS:** Something the East Midlands Combined Counties hopes to achieve which is formed of multiple actions and achieved by multiple parties
- **MISSION:** How the work needed to achieve the vision will be taken forward
- **OUTCOMES:** The result of something, or the consequence of it, is the outcome
- **STRATEGY:** A plan for the East Midlands Combined Counties made up of multiple goals (under which sit actions) toward a wider mission and vision
- **VISION:** One sentence that describes the future-facing, longer term ambition of the strategy and offers inspiration and motivation
- **SYSTEMS BASED APPROACH:** A systems approach thinks about problems and solutions by considering the entire system, rather than individual parts. It's a holistic and interdisciplinary method that emphasises how different elements interact
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12. Information sources

Links to relevant organisational strategies and supporting reports to go here

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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 *.

4 November 2025	<ul style="list-style-type: none">• Medium Term Financial Strategy and Business Strategy• Capital Programme Update 25/26• Complaints Report• Blue/Green Infrastructure• Broxtowe Design Code Householder Development• Local Government Reorganisation Update• Asset Management Policy• Citizen Visioning
2 December 2025	<i>TBC</i>

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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