



Monday, 27 October 2025

Dear Sir/Madam

A meeting of the Cabinet will be held on Tuesday, 4 November 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

Zulfiqar Darr
Interim Chief Executive

To Councillors:	M Radulovic MBE (Chair)	R D MacRae
	G Marshall (Vice-Chair)	J W McGrath
	G Bunn	H E Skinner
	C Carr	V C Smith
	T A Cullen	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 - 18)

Cabinet is asked to confirm as a correct record the minutes of the meeting held on 30 September 2025.

4. Scrutiny Reviews (Pages 19 - 22)

The purpose of this report is to make members aware of matters proposed for and undergoing scrutiny.

5. Resources and Personnel Policy

5.1 Local Government Reorganisation (Pages 23 - 138)

To give an update report on Local Government Reorganisation (LGR) in Nottingham and Nottinghamshire. This is in accordance with all of the Council's corporate policies.

5.2 Medium Term Financial Strategy and Business Strategy 2026/27 (Pages 139 - 154)

To update Cabinet on the Council's Medium Term Financial Strategy and provide an overview of progress in delivering the delivery of the Business Strategy.

5.3 Capital Programme 2025/26 – Capital Budget Variations (Pages 155 - 160)

To approve a series of budget revisions to the Capital Programme for 2025/26, in accordance with all the Council's priorities.

6. Economic Development and Asset Management

6.1 Asset Management Strategy - Full Document (Pages 161 - 224)

The Asset Management Strategy has now been refreshed and ready for approval in accordance with the Council's Corporate Priority of Housing – a good quality home for everyone.

6.2 Modernisation Team Apprentice Recruitment (Pages 225 - 230)

To seek approval from Cabinet to recruit a new Modernisation Apprentice, using under used Apprenticeship Levy, within the Asset Management & Development Team, and outline the strategic benefits, onboarding process and expected outcomes of the appointment.

7. Environment and Climate Change

7.1 Blue/Green Infrastructure Strategy (Pages 231 - 386)

To seek approval for the revised Blue/Green Infrastructure Strategy. This is in accordance with the Council's Corporate Priority of Environment – 'Protect the environment for the future'.

8. Community Safety

8.1 Sanctuary Scheme Policy (Pages 387 - 426)

To seek approval for amendments to the Council's Sanctuary Scheme Policy to protect access to the service for all applicants.

9. Cabinet Work Programme

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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, and 3 of Schedule 12A of the Act.

11. Civica Property Maintenance Estates Additional Module Purchase (Pages 427 - 432)

To seek Cabinet approval for an increase in the capital budget provision to enable the procurement of additional software modules, not originally included within the agreed scope, for the Civica Property Management system.

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Report of the Monitoring Officer

DECLARATIONS OF INTEREST

1. Purpose of Report

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

Part 2 – Member Code of Conduct

General Obligations:

10. Interest

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

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

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

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

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:

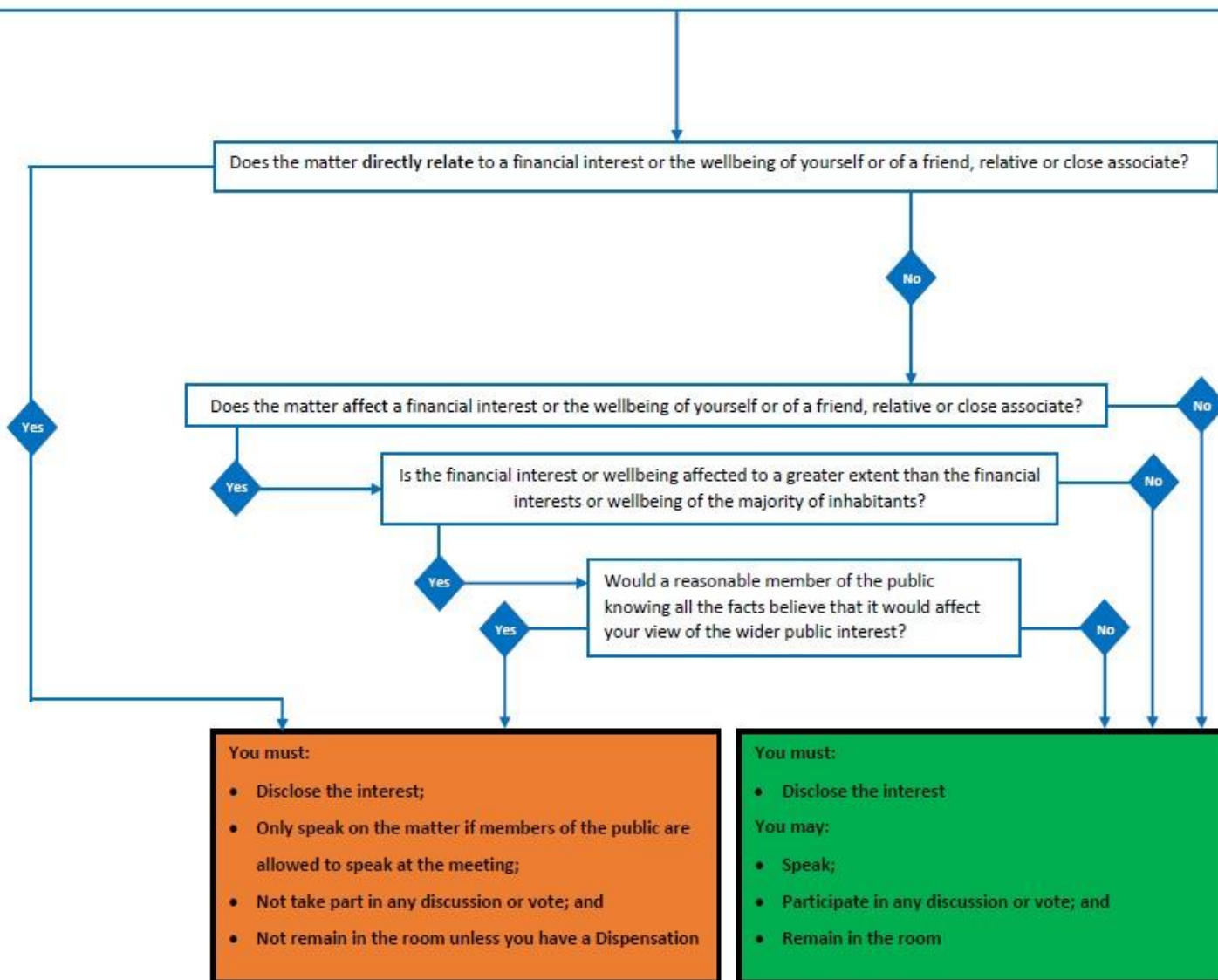
- Disclose the interest;
- Only speak on the matter if members of the public are allowed to speak at the meeting;
- Not take part in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

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, 30 SEPTEMBER 2025

Present: Councillor M Radulovic MBE, Chair.

Councillors: G Marshall (Vice-Chair)
C Carr
T A Cullen
R D MacRae
J W McGrath
H E Skinner
E Williamson

50 APOLOGIES

Apologies for absence were received from Councillors G Bunn and V C Smith

51 DECLARATIONS OF INTEREST

Councillors R D MacRae and M Radulovic MBE declared other-registerable interests in item number 5.4 as they were members of Stapleford Town Council and Eastwood Town Council respectively, minute number 53.4 refers.

52 MINUTES

The minutes of the meeting held on 2 September 2025 were confirmed and signed as a correct record.

53 SCRUTINY REVIEWS

Cabinet noted the matters proposed for and undergoing scrutiny.

53.1 QUARTERLY COMPLAINT REPORT

Members were provided with a summary of complaints made against the Council and noted a report which outlined the performance of the Council in dealing with complaints, at stage one by the service areas, at stage two by the Complaints and Compliments Officer and at stage three when complaints are referred to the Local Government and Social Care Ombudsman or the Housing Ombudsman.

It was stated that the report should be used for positive outcomes with performance indicators used to ensure that recommendations had been dispensed and lessons learned from complaints received by the Council. It was suggested that the number of complaints had risen due to 'expressions of dissatisfaction' being treated as complaints in line with advice given by the Housing Ombudsman, however, it was

expected that complaints numbers would decrease due to interventions recently introduced.

It was requested that the Overview and Scrutiny Committee consider Anti-Social Behaviour policies across the Council as there were no protocols in place with other agencies.

53.2 LOCAL GOVERNMENT REORGANISATION

Members noted the report on Local Government reorganisation and stated that the result of the consultation regarding the matter would be debated at an extraordinary Full Council meeting on 26 February prior to a Cabinet decision on 27 November. It was further stated that the Council would not act until the results of the consultation were known.

53.3 GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS, CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORTS, THE ARTS AND DISABILITY MATTERS 2025/26

Cabinet considered a request for grant aid in accordance with the provisions of the Council's Grant Aid Policy.

RESOLVED that the 5th Stapleford Scout Group be awarded £5,750.

Reason

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 accordance with legislation and the Council's Grant Aid Policy would ensure the Council's compliance with its legal duties.

53.4 GRANT AID REQUESTS FROM PARISH/TOWN COUNCILS

Cabinet considered requests for grant assistance within the protocol for the consideration of grant aid to Parish and Town Councils. Nuthall Parish Council had requested a grant of up to £2,350 towards the cost of traffic management for its Remembrance Sunday Parade, two requests were made from Kimberley Town Council of up to £2,640 towards the cost of traffic management for its Remembrance Sunday Event and up to £3,485 towards the cost of traffic management and security for its Christmas Market, and a request from Stapleford Town Council for £2,170 towards the cost of traffic management and security for its Remembrance Sunday Event. Eastwood Town Council had requested up to £3,207 towards the cost its Remembrance Sunday Event and up to £975 towards cost of specialist cleaning of the memorial and surrounding stone areas on Plumtre Way.

RESOLVED that:

- 1. Eastwood Town Council be awarded the Grant Aid requests of £3,207 and £975 accordingly.**
- 2. The requests from Kimberley and Stapleford Town Councils, and Nuthall Parish Council be approached to supply a percentage of the requested funding and Nottinghamshire County Council also be approached to**

supply a percentage of the funding with Broxtowe Borough Council covering any potential shortfall.

Reason

Consideration was given in respect of awarding grants. As part of the Protocol, Grant Aid would 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. There was no budgetary provision for Capital grants to Parish Councils. The grant aid requests were in line with the current Corporate Plan aims for supporting people to live well and provide a safe place for everyone.

(Councillors R D MacRae, J W McGrath and M Radulovic MBE, having declared other-registerable interests, left the meeting without voting or discussion thereon. Councillor G Marshall took the chair for the item.)

53.5 BUDGET TIMETABLE AND BUDGET CONSULTATION 2026/27

Cabinet considered the report on the budget timetable and budget consultation 2026/27. The budget consultation process proposed was similar to previous years, using a web-based survey that was publicised through social media. Promotional activity would 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.

RESOLVED that the budget-setting process for 2026/27 and the Budget Consultation questionnaire, be approved.

Reason

Section 65 of the Local Government Finance Act 1992 places a duty upon local authorities to consult representatives of non-domestic rate payers before setting the budget. 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 Local Democracy.

53.6 WORKFORCE PROFILE 2024/25

Members noted the Workforce Profile 2023/24 and were informed that the increase in accidents was due to better reporting procedures. A lack of facilities for Members and Officers with disabilities was also considered and the Overview and Scrutiny Committee would be requested to undertake a review of facilities in Council buildings.

54 ECONOMIC DEVELOPMENT AND ASSET MANAGEMENT

54.1 MAJOR REGENERATION PROJECT WALKER STREET EASTWOOD

Cabinet considered a major project at Walker Street in Eastwood as a key regeneration priority for the Borough in addition to compacts with key partners and to ensure the project is promoted to potential funders including the EMCCA capital pipeline.

- RESOLVED unanimously that:**
- 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.**

Reason

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.

55 COMPLIANCE UPDATE: FIRE SAFETY

Members noted a report regarding 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.

56 HOUSING

56.1 REPAIRS POLICY REFRESH

The upcoming launch of the new Asset Management and Repair Scheduling Solution would give the Housing Repairs Team a more robust system. It was 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.

RESOLVED that the updated Repairs Policy be approved.

Reason

This is in accordance with the Council's Corporate Priority of Housing: a good quality home for all.

57 ENVIRONMENT AND CLIMATE CHANGE

57.1 EMCC LOCAL RETROFIT STRATEGY

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.

RESOLVED that the EMCC Local Retrofit Strategy, be approved.

Reason

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.

58 CABINET WORK PROGRAMME

Members were informed the Cabinet meeting scheduled for 2 December 2025 would be moved forward to 27 November in order to consider a recommendation from an Extraordinary Council meeting on 26 November on Local Government Reorganisation.

RESOLVED that the Work Programme, as amended, be approved.

Reason

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

59 EXCLUSION OF PUBLIC AND PRESS

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

60 GROUNDWORK INVESTIGATIONS AT KIMBERLEY DEPOT

RESOLVED that:

1. **The appointment of the preferred provider to undertake the groundwork investigations at Kimberley Depot be approved.**
2. **A revenue budget for the groundwork investigation works, including contingency, be approved to be funded from General Fund Reserves in 2025/26.**

Reason

This is to assess the operational implications of undertaking works at Kimberley Depot.

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 which has involved numerous meetings with the relevant officers, members of the public and site visits. At its meeting on 25 September 2025 the Committee received updates on Equality, Diversity and Inclusion at the Council, the D.H. Lawrence Museum and the Council's ICT systems.

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

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 Interim Deputy Chief Executive were as follows:

There are no direct financial implications arising from this report.

7. Legal Implications

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

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

8. Human Resources Implications

The comments from the Human Resources Manager were as follows:

Not applicable.

9. Union Comments

The Union comments were as follows:

Not applicable

10. Climate Change Implications

The climate change implications are contained within the report.

11. Data Protection Compliance Implications

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

12. Equality Impact Assessment

Not required.

13. Background Papers

Nil.

Appendix

1. Topics Agreed by the Overview and Scrutiny Committee

	Topic	Topic suggested by	Link to corporate priorities/values
1.	Budget Consultation	Overview and Scrutiny Committee	All Corporate Priorities
2.	Cemetery Memorial Review	Cabinet	Community Safety – A safe place for everyone.
3,	Anti-Social Behaviour Policy – Housing	Governance, Audit and Standards Committee	All Corporate Priorities

2. Update Reviews

	Topic	Topic suggested by	Link to corporate priorities/values	Proposed Date to Overview and Scrutiny Committee
1.	Markets in the Borough	Overview and Scrutiny Committee	Invest in our towns and our people	September 2025
2.	D.H. Lawrence Museum	Overview and Scrutiny Committee	Invest in our towns and our people.	September 2026
3.	Equality, Diversity and Inclusion at the Council.	Councillor S Dannheimer	Invest in our towns and our people, Support people to live well, Protect the environment for the future, and a good quality home for everyone.	September 2026

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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. This is in accordance with all of the Council's corporate policies.

2. Recommendation

Cabinet is asked to NOTE the report.

3. Detail

- 3.1 Work continues across Nottingham and Nottinghamshire on the development of three proposals in respect of Local Government Reorganisation (LGR). The three proposals are:

Proposal	Geographical Area
Option 1b	One authority consisting of the current Broxtowe, Gedling and Nottingham City boundaries One Authority consisting of the remaining Nottinghamshire Authorities, including Nottinghamshire County Council
Option 1e	One authority consisting of the current Broxtowe, Rushcliffe and Nottingham City boundaries One Authority consisting of the remaining Nottinghamshire Authorities, including Nottinghamshire County Council
Option 1bii Nottingham City Expanded Boundaries	This option is being developed by Nottingham City. No detailed map has been produced but the expansion of the Boundaries is expected to take in some areas of Broxtowe, Gedling and Rushcliffe.

At this stage, all three proposals remain in development as further analysis on financial, governance and service delivery implications are explored. Final proposals will be submitted by 28 November 2025, at which they will be subject to further consideration, consultation and ministerial approval.

- 3.2 Broxtowe Borough Council worked with the other Nottingham and Nottinghamshire Councils on a Countywide engagement exercise. This exercise was commissioned using Public Perspective to ensure an independent analysis of the responses and was completed through a survey by residents, businesses and those accessing the area of Nottingham and Nottinghamshire for leisure and

work. The survey was completed by 11,483 individuals with the distribution of these coming from the following areas:

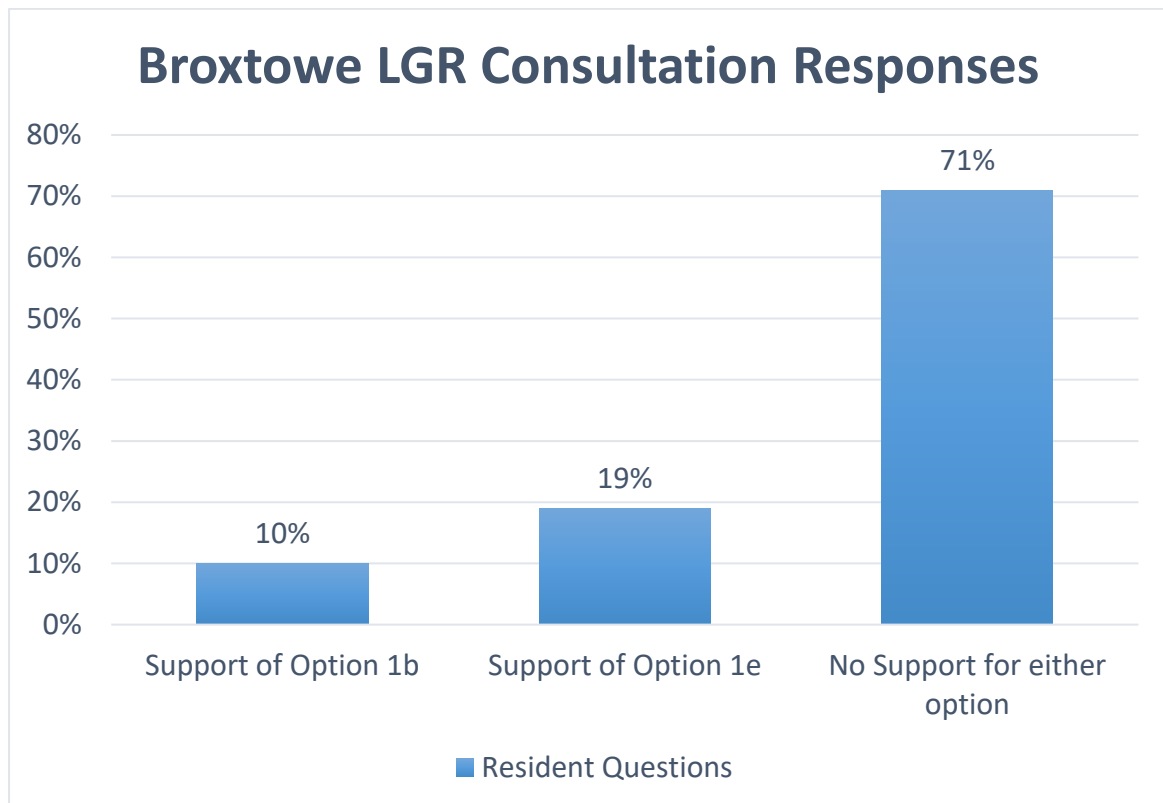
- Rushcliffe – 26%
- Broxtowe – 22%
- Gedling – 16%
- Nottingham City – 10%
- Bassetlaw – 9%
- Newark & Sherwood – 7%
- Ashfield – 5%
- Mansfield – 4%

The full report from this Survey can be found in **Appendix 1** of the report. Following the publication of this report, Public Perspective are in the process of providing further detailed analysis to ensure transparency of the process. This information will be provided at the full Council meeting on 26 November 2025.

3.3 In addition to the Countywide engagement exercise, Broxtowe Borough Council completed its own consultation with residents of the Borough. This consultation was also completed by Public Perspective. Broxtowe was the only Nottinghamshire Council to take this approach and issued a survey to each registered property in the area. The survey asked three questions, these were:

- Do you support/not support the option 1b
- Do you support/not support the option 1e
- Do you not support either options being presented.

The survey was completed by 12,507 residents in the Borough providing the following responses to the three questions asked.



A copy of the report from Public Perspective can be found in **Appendix 2**. The report provides an overview of the responses from Broxtowe residents to the Countywide survey as well as breakdown of the Broxtowe specific questionnaire highlighted above.

- 3.4 Staff engagement remains an important element of the LGR process. It is therefore essential that employees are kept informed and supported.

A series of staff briefing sessions were scheduled to ensure colleagues receive clear and consistent information about the current position and the next stages of the process. Initial sessions took place on:

- 21 October 2025 - Kimberley Depot
- 24 October 2025 - Microsoft Teams

Further sessions will be confirmed following the submission date of 28 November 2025.

- 3.5 A further report on the final proposed submissions will be presented to both full Council and Cabinet on 26 and 27 November 2025 respectively.

4. Financial Implications

The comments from the Interim Deputy Chief Executive and Section 151 Officer were as follows:

The Interim Deputy Chief Executive and Section 151 continues 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.

10. Equality Impact Assessment

There are no equality impact assessment issues at this stage.

11. Background Papers

Nil.

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The future of local government in Nottingham and Nottinghamshire

Engagement report

September 2025



**Research, consultation and evaluation
for the public and charitable sectors.**

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The future of local government in Nottingham and Nottinghamshire – Engagement report

Executive Summary

Introduction and background

1. Nottinghamshire is a two-tier area served by seven district and borough councils and a county council. The city of Nottingham is contained within the boundary of Nottinghamshire, with all council services in the area provided by Nottingham City Council, which is a unitary council. In total, nine different councils provide services across the county.
2. In February 2025, as part of the Government's local government reorganisation plans, it contacted local councils in areas such as Nottinghamshire to work together to draw up initial proposals to reduce the number of councils by replacing two-tier councils with larger unitary councils.
3. Following considering key criteria and a range of potential options, Nottinghamshire's councils submitted an interim proposal to Government in March 2025. They propose to create two new unitary councils that would be responsible for all council services in their areas and replace the existing nine councils.
4. An important part of the local government reorganisation process is engaging with residents and stakeholders. This report relates to an engagement exercise about the councils' proposals to replace the nine existing councils with new unitary councils, including different options for the configuration of the future councils. The councils have been supported to conduct the engagement process by independent organisation, Public Perspectives.
5. The results of the engagement exercise will be used to inform the development of the councils' final proposals for the future of local councils in Nottinghamshire, alongside a range of evidence. This must be submitted to Government by 28 November 2025, and feedback on how any proposal will be taken forward for Nottingham is expected in 2026, and then subject to statutory consultation by Government.

Approach to the engagement

6. The engagement exercise was conducted over a six-week period ending on Sunday 14 September 2025.
7. The main mechanism for capturing responses was an online questionnaire open to all interested parties, promoted through councils' websites, communication channels and promotional/marketing activity, including a dedicated website (lgrnotts.org), as well as outreach events and engagement with stakeholders.
8. The questionnaire was also available in alternative formats on request, such as paper copies, alongside e-mail, phone, BSL and translation support. The questionnaire is available at appendix 1.
9. Relatedly, four focus groups were conducted involving 34 local residents reflecting the diversity of Nottinghamshire and organised by urban and rural areas. These focus groups allowed the emerging findings from the engagement process to be unpacked and views about the proposals to be discussed in-depth, both adding further insight as well as

validating the findings from the engagement survey. The focus group discussion guide is available at appendix 2.

10. In total, the engagement questionnaire received 11,483 responses.

Key findings and points for consideration

Local area

11. **Sense of place and identity is layered** with respondents **anchoring their description to Nottingham City** (e.g. near Nottingham or north of Nottingham), **followed by Nottinghamshire (the county)**, and then **refined by naming specific towns** or local villages (especially for those areas further away from Nottingham City such as Mansfield, Newark and Worksop), or well-known areas/landmarks or **cultural references such as Sherwood Forest and Robin Hood**. There are also **occasional regional references** such as 'the middle of England' or the 'East Midlands'.
12. In more **rural areas**, respondents often emphasised the rurality e.g. 'a small village', 'the countryside'. In more **urban areas** they tended to reference 'the city' or the nearest town. Whilst there is a **tendency to look inwards within the county and towards Nottingham City** (especially for those areas bordering the city), some respondents in **areas that border other counties and major urban areas or landmarks will also make reference to these**. There are also tendencies to draw clear **distinctions between urban and rural areas and those that live in or near the city and those in other areas of Nottingham, while local authority names are not often used as reference points or forms of identity**.
13. Most respondents are **proud of their local area**, with respondents that live in the Rushcliffe, Gedling and Broxtowe council areas having higher levels of pride about their local area than other locations. There is a **distinction between being proud of their local areas, and satisfaction and advocacy of their local council**, regardless as to whether they hold positive perceptions or not of their council.

Effectiveness of the current council structure and services

14. **Over half of respondents said the current structure and approach to service delivery in councils across Nottingham and Nottinghamshire is effective**. Respondents in Rushcliffe, Gedling and Broxtowe council areas have the highest ratings of effectiveness, while respondents in Nottingham City have the lowest.
15. Those rating the system **effective** tend to highlight **service reliability, local knowledge and responsiveness, local representation, and a sense that the current system is fit for purpose**. Those who said **neither effective or ineffective** often expressed **mixed experiences**. Those rating the system **ineffective** often emphasised issues related to a two-tier system such as **confusion, duplication, inefficiency, lack of joined-up/partnership working, political distrust, and inequity and inconsistency in services between different local councils**, with some advocating for change and unitary authorities.

Local Government Reorganisation in England

16. Respondents identified several **potential benefits** of the Government's proposed reorganisation of local councils, with **efficiency and cost savings being the most common**, particularly through reduced duplication and streamlined services by forming unitary councils. Other perceived advantages included greater geographic and administrative coherence, a simpler and clearer council structure, improved coordination and joined-up working, enhanced service quality and outcomes, and fairer, more consistent access to services. However, around **one in five respondents were sceptical**, seeing no real benefits or expressing doubt about whether the potential benefits could be realised in practice, with slightly higher levels of scepticism in Rushcliffe and Broxtowe council areas.
17. The main **concerns** about the Government's proposed reorganisation of local councils **centred on fears of urban–rural imbalance**, particularly that Nottingham City could dominate and rural areas would lose voice, priority, and tailored services. **Financial risks** were also a major worry, with doubts about high reorganisation costs, savings not being realised, or neighbouring areas having to cover Nottingham City's perceived financial struggles.
18. **Other key concerns included loss of local representation, accountability, and knowledge**, potential decline in service quality and disruption during transition, and **doubts about efficiency, with larger councils seen as possibly more bureaucratic**. Smaller proportions mentioned risks of job losses and staff disruption, politicisation and distrust of motives, and argued for reform within the current system or no change at all. Around 5% of respondents expressed no concerns. Concerns were broadly consistent across areas, but stronger in Rushcliffe and Broxtowe council areas, particularly regarding urban–rural imbalance and financial risks.
19. In addition, a few participants in the focus groups **questioned how the proposals align with wider reforms**, noting that the mix of regional devolution, other public bodies/offices, and new governance structures risks creating confusion rather than simplification. They felt the approach adds layers while removing others, leading to disruption, costs, and a system that remains just as complex.

Future councils

20. Respondents said that any new council should **focus on delivering good quality core and universal services/issues** such as roads and pavements, crime and anti-social behaviour, clean streets, and travel and transport, alongside **value for money and meeting local needs**.
21. Relatedly, respondents highlighted the **importance of involving residents in decision-making and local area/neighbourhood working** to ensure that future councils understand and are responsive to the needs of different communities and areas, including urban and rural (this was considered important in general and especially important in the context of larger unitary councils). Consequently, they want to see mechanisms in place to ensure this continues and thrives in future arrangements. This can include local area forums, research and consultation to identify local issues and priorities, engaging with local councillors, and working closely with town and parish councils as well as local community and voluntary groups. They also wanted engagement and consultation to be genuine and meaningful, leading to positive change.
22. Throughout the engagement results, there are differences in experience, perceptions and opinion by different demographic groups. The reasons for this are not unpicked in this report, although it highlights the **importance of understanding local issues and**

priorities and tailoring services and support to different communities (both equality groups, different localities and urban-rural communities) as part of any future arrangements.

Local Government Reorganisation across Nottingham and Nottinghamshire

23. **Over half disagree with the proposal to reduce the number of councils from the existing nine to two new larger unitary councils**, with a relationship between perceived effectiveness of the current system and levels of agreement i.e. in other words, those that consider the current system ineffective are more likely to state there is a case for change. Respondents in Nottingham City are more likely to agree with the proposal to replace the nine existing councils with two than respondents in other areas. In contrast, respondents in Broxtowe, Rushcliffe and Gedling council areas are less likely to agree.
24. Those that **agreed tended to state that the proposals would reduce duplication, generate efficiencies and consequently lead to cost-savings**, while a smaller number also said that it would lead to a **simplification of the system and therefore improved accessibility**. This said, support was often conditional upon potential benefits being realised, including savings being re-invested into better services or lower council tax.
25. Those that disagreed are **concerned about fairness and equitability, especially in relation to an urban-rural imbalance**. Similarly, they are concerned about a **loss of local representation, knowledge and accountability**, and associated issues around **access to services and responsiveness to local issues**. Some respondents **oppose local government reorganisation in general**, with concerns that implementation will be disruptive, and **improvements and savings will not be achieved in practice**. There is also some **distrust about the motives** behind the proposals and **concern that neighbouring areas will inherit perceived financial and service delivery issues experienced by Nottingham City**. This said, it is **worth noting that the concerns were mainly about larger councils not necessarily moving to a unitary model**.

The Options

Option 1b

Nottinghamshire and Nottingham City + Broxtowe + Gedling (known as Option 1b). This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Rushcliffe. The second covering Gedling, Broxtowe, and Nottingham City.

26. Around half of respondents **expressed concerns about Option 1b, particularly that the proposed boundaries are illogical or unfair**, with some urban areas excluded (such as neighbouring urban areas with close links to the city, such as West Brigford) and rural areas included that lack alignment with Nottingham City (such as in some parts of Broxtowe Borough Council area). Many were also concerned about **perceived Nottingham City Council's financial and management issues**, fearing neighbouring areas could be drawn into these perceived problems, face higher council tax, or experience declining services, as well as **rural voices lost within a council dominated by Nottingham City** - concerns especially strong in Broxtowe and Gedling council areas.
27. Nonetheless, around one in ten respondents supported the option, but largely on the condition that it delivers genuine efficiencies, cost savings, and service improvements. This said, **some participants that live in Gedling Borough Council area were more agnostic**

about the option, given their proximity and relationship to Nottingham City. Participants living in other parts of Nottinghamshire had less to say about this option (or all the options) because they would not be in a council with Nottingham City. However, there were some concerns about **being in a large council covering such a large and diverse area**.

Option 1e

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Gedling. The second covering Broxtowe, Nottingham City, and Rushcliffe.

28. **Option 1e received more support than 1b, with around a third of respondents viewing it positively or as the better of the two, particularly for its clearer North–South split and perceived geographic logic.** Nottingham City and Gedling respondents were more supportive than other respondents, though concerns remained about boundary choices, especially the inclusion of rural areas with little connection to the city (such as in the south of Rushcliffe Borough Council area) and exclusion of closer areas that were seen as more integrated with Nottingham City, such as some parts of Gedling Borough Council and Ashfield District Council.
29. **Consistent worries included perceptions about Nottingham City’s financial challenges and the risk of neighbouring areas ‘bailing it out’, as well as rural–urban imbalance and loss of local voice**, particularly in Broxtowe and Rushcliffe council areas. Around one-in-ten opposed the option outright, questioning the evidence base and feasibility of benefits. Some respondents also suggested alternative models, such as a single county-wide council, a smaller city-focused unitary alongside a wider county council, or a three-council structure dividing north, south, and city areas.

Other considerations

30. Respondents often said they wanted **more information** to better understand the reasons for the proposals, the evidence base, and the potential benefits and challenges, highlighting the continued importance of effective communications.
31. They also want any **changes to be conducted seamlessly and with as little disruption as possible**, so that services and outcomes are not undermined and any potential benefits realised.

The future of local government in Nottingham and Nottinghamshire – Engagement report

Main report

Section 1: Introduction

Introduction and background

- 1.1. Nottinghamshire is a two-tier area served by seven district and borough councils and a county council. The city of Nottingham is contained within the boundary of Nottinghamshire, with all council services in the area provided by Nottingham City Council, which is a unitary council. In total, nine different councils provide services across the county.
- 1.2. In February 2025, as part of the Government's local government reorganisation plans, it contacted local councils in areas such as Nottinghamshire to work together to draw up initial proposals to reduce the number of councils by replacing two-tier councils with larger unitary councils.
- 1.3. Following considering key criteria and a range of potential options, Nottinghamshire's councils submitted an interim proposal to Government in March 2025. They propose to create two new unitary councils that would be responsible for all council services in their areas and replace the existing nine councils.
- 1.4. An important part of the local government reorganisation process is engaging with residents and stakeholders. This report relates to an engagement exercise about the councils' proposals to replace the nine existing councils with new unitary councils, including different options for the configuration of the future councils. The councils have been supported to conduct the engagement process by independent organisation, Public Perspectives.
- 1.5. The results of the engagement exercise will be used to inform the development of the councils' final proposals for the future of local councils in Nottinghamshire, alongside a range of evidence. This must be submitted to Government by 28 November 2025, and feedback on how any proposal will be taken forward for Nottingham is expected in 2026, and then subject to statutory consultation by Government.

Approach to the engagement

- 1.6. The engagement exercise was conducted over a six-week period ending on Sunday 14 September 2025.
- 1.7. The main mechanism for capturing responses was an online questionnaire open to all interested parties, promoted through councils' websites, communication channels and promotional/marketing activity, including a dedicated website (lgrnotts.org), and partner toolkits.
- 1.8. The questionnaire was also available in alternative formats on request, such as paper copies, alongside e-mail, phone, BSL and translation support. The questionnaire is available at appendix 1.
- 1.9. Local councils also supported some community outreach and engagement events, promoting the engagement exercise with residents and stakeholders, including businesses.
- 1.10. In addition, local councils drew-up a list of key stakeholders who were directly contacted and invited to participate in the engagement exercise. This included town and parish councils, VCSE organisations and local businesses, as well as strategic and pan-Nottinghamshire organisations.
- 1.11. Relatedly, four focus groups were conducted involving 34 local residents reflecting the diversity of Nottinghamshire and organised by urban and rural areas. These focus groups allowed the emerging findings from the engagement process to be unpacked and views about the proposals to be discussed in-depth, both adding further insight as well as validating the findings from the engagement survey. The focus group discussion guide is available at appendix 2.
- 1.12. In total, the engagement questionnaire received 11,483 responses.
- 1.13. The following table summarises the background of respondents:

Figure 1.1: Background of respondent*

A resident living in Nottingham or Nottinghamshire	96%
Someone who works in Nottingham or Nottinghamshire	26%
A voluntary or community organisation	1%
A Town or Parish Council	1%
A District / Borough / City / County Council employee	7%
Another public sector organisation	0%
A local councillor	1%
A business owner or business leader operating in Nottingham or Nottinghamshire	2%
Other	1%

*Respondents could select more than one answer, hence why responses add up to over 100%.

1.14. The following table shows the local council area in which respondents live and compares this to the population sizes in each local council area. As is the nature with self-selecting/open-access questionnaires, the responses are not proportional to the population sizes in each of the local council areas.¹ Consequently, the results are analysed (and in some cases presented) both as they are and also re-weighted to be in-line with the population sizes in each local council area.

Figure 1.2: Location of respondents

Location	Respondents	Population*
Ashfield District Council area	5%	11%
Bassetlaw District Council area	9%	10.3%
Broxtowe Borough Council area	22%	9.7%
Gedling Borough Council area	16%	10.2%
Mansfield District Council area	4%	9.6%
Newark and Sherwood District Council area	7%	10.7%
Nottingham City Council area	10%	28.2%
Rushcliffe Borough Council area	26%	10.4%
Outside of Nottingham and Nottinghamshire	2%	N/A

*Based on Census 2021.

¹ The level of response is influenced, in part, by the degree to which the proposals and options may affect a local council area.

- 1.15. There is a spread of responses across different demographic groups, albeit a skew towards older and more affluent groups, which is common in self-selecting/open-access questionnaires such as this.

Figure 1.3: Demographic profile of respondents (only asked to those that live in Nottinghamshire)

Sex	
Female	49%
Male	45%
Another term	0%
Prefer not to say	5%
Age	
Under 18	0%
18-24	1%
25-34	7%
35-44	13%
45-54	18%
55-64	23%
65 and over	31%
Prefer not to say	7%
Disability	
Yes, which reduce my ability to carry out my day-to-day activities a lot	6%
Yes, which reduce my ability to carry out my day-to-day activities a little	10%
Yes, but they don't reduce my ability to carry out my day-to-day activities at all	10%
No	64%
Prefer not to say	10%
Ethnicity	
White British-Irish	82%
Non-White British-Irish	7%
Prefer not to say	11%
Housing situation	
Owner-occupier	80%
Privately renting	5%
Renting from the council or housing association	4%
Other	2%
Prefer not to say	9%

Reporting

- 1.16. The rest of this report presents the key findings from the engagement questionnaire and focus groups. The results have been analysed against all demographic and key variables/questions to identify any important differences in opinion between different groups. In particular, the focus is on geography i.e. the local council area respondents live in.
- 1.17. In addition, the open-ended comments received in the questionnaire have been reviewed and key themes presented in the report.
- 1.18. The focus group insights are integrated alongside the engagement questionnaire findings, including exemplifying quotes.
- 1.19. The report is organised in-keeping with the structure of the engagement questionnaire and focus groups, as follows:
 - Section 2: Your local area
 - Section 3: The current way councils are organised in Nottingham and Nottinghamshire
 - Section 4: Local Government Reorganisation in England
 - Section 5: Future councils
 - Section 6: Local Government Reorganisation across Nottingham and Nottinghamshire

Section 2: Your local area

Introduction

- 2.1. This section presents findings about respondents' views on their local area, including movement across the county, sense of place and council services/priorities.

Where is your main place of work or study? by Which council area do you live in?

Respondents tend to work or study in areas closest to where they live, while notable proportions that live outside Nottingham work or study in the city, especially those council areas that border it

- 2.2. Respondents tend to work or study in the same council areas they live in, especially those that live in Nottingham City (69%), Bassetlaw (68%) and Newark and Sherwood (61%) council areas.
- 2.3. Notable proportions that live outside Nottingham work or study in the city, especially those council areas that border it (Gedling – 33%, Broxtowe – 29%, Rushcliffe – 24% and Ashfield - 23%).
- 2.4. In addition, there are also notable proportions that work or study across the county. Similarly, there are notable proportions that work or study outside of the county, especially those council areas that neighbour other counties or urban areas (Bassetlaw – 17%, Broxtowe – 17% and Rushcliffe – 15%).

Figure 2.1: Movement across Nottinghamshire

Main place of work or study	Council area live in							
	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
Ashfield District Council area	47%	1%	2%	3%	9%	2%	1%	0%
Bassetlaw District Council area	1%	68%	0%	1%	3%	4%	0%	0%
Broxtowe Borough Council area	3%	0%	43%	3%	1%	1%	4%	2%
Gedling Borough Council area	3%	1%	2%	40%	4%	3%	3%	2%
Mansfield District Council area	9%	3%	1%	2%	52%	5%	1%	1%
Newark and Sherwood District Council area	2%	4%	0%	3%	6%	61%	1%	2%
Nottingham City Council area	23%	2%	29%	33%	4%	8%	69%	24%
Rushcliffe Borough Council area	2%	0%	3%	5%	2%	2%	7%	48%
Across all of Nottingham and Nottinghamshire	12%	8%	10%	13%	17%	10%	9%	11%
Outside of Nottingham and Nottinghamshire	9%	17%	17%	7%	10%	8%	10%	15%

Number of respondents: 7,658 (excludes respondents that do not study or work currently – 33%).

Note: Respondents could select more than one answer.

(Non-weighted results i.e. the results have not been changed to reflect the actual population sizes of a local council area. This is the case for all graphs and tables in this report. The weighted results, where presented, are referenced in separate paragraphs and clearly indicated).

How do you describe where you're from when talking to someone who doesn't live nearby? Which names or places do you mention?

Residents tend to anchor their description to Nottingham City and/or Nottinghamshire, with further mention of nearby towns or villages as well as well-known landmarks or cultural references

- 2.5. Respondents were asked how they describe where they are from when talking to someone who does not live nearby (only asked to respondents that live in Nottinghamshire – 10,945 responses). In summary, across Nottinghamshire **sense of place and identity is layered** with respondents **anchoring their description to Nottingham City** (e.g. near Nottingham or north of Nottingham), **followed by Nottinghamshire (the county)**, and then **refined by naming specific towns** or local villages (especially for those areas further away from Nottingham City such as Mansfield, Newark and Worksop), or well-known areas/landmarks or **cultural references such as Sherwood Forest and Robin Hood**.
- 2.6. There are also **occasional regional references** such as 'the middle of England' or the 'East Midlands'. In more **rural areas**, respondents often emphasise the rurality e.g. 'a small village', 'the countryside'. In more **urban areas** they will tend to reference 'the city' or the nearest town. Whilst there is a **tendency to look inwards within the county and towards Nottingham City** (especially for those areas bordering the city), some respondents in **areas that border other counties and major urban areas or landmarks will also make reference to these**.
- 2.7. The following summarises the responses by each council area:

Ashfield District Council area

- Anchor to Nottingham plus local towns: Sutton-in-Ashfield, Kirkby-in-Ashfield and Hucknall, and also nearby Mansfield.
- Some wider mention of being part of Nottinghamshire County.
- Strong references to Robin Hood/Sherwood Forest connections.
- Directional framing ("north of Nottingham").

Bassetlaw District Council area

- Reference to key towns such as in or near Worksop or Retford.
- Occasional reference to being part of Nottinghamshire, alongside references to nearby Sheffield and Doncaster (due to proximity to South Yorkshire) (and more likely to reference these areas and look northwards than southwards to Nottingham City).
- Also mentions of Sherwood Forest as a notable local landmark.
- Some occasional mention of 'Bassetlaw' highlighting a sense of identity linked to the local council area.
- Also mentions of rurality and specific villages.

Broxtowe Borough Council area

- Nottingham City is commonly mentioned as an anchor reference point, for example 'near Nottingham'.
- This is accompanied by local identifiers of nearby towns such as Beeston, Eastwood, Kimberley, Stapleford, as well as rural areas, suburban areas and villages such as Bramcote, Chilwell and Nuthall.
- There is also occasional reference to IKEA as a landmark.

Gedling Borough Council area

- A common anchor point is reference to Nottingham, for example 'just north of Nottingham', 'just outside Nottingham' or 'near Nottingham'.
- Local towns and areas are also commonly reference in conjunction with reference to the city, such as Arnold, Carlton and Mapperley.

Mansfield District Council area

- Strong and primary emphasis on Mansfield as the main identifier, given its eponymous nature, history/heritage, and dominance of, and largest town within, the district.
- Some lesser references to Warsop as a smaller town in the district or Woodhouse.
- Frequent associated references to nearby Sherwood Forest and Robin Hood heritage.
- Nottingham City is also occasionally mentioned, but often in a secondary manner. For example, 'I live in Mansfield, a few miles north of Nottingham'.

Newark and Sherwood District Council area

- Newark-on-Trent is often referenced as an anchor point given its relative size, the main town in the area and where the council offices are located.
- Southwell (and sometimes the racecourse) and Ollerton are also mentioned. Depending on location, Mansfield is also sometimes mentioned as too Nottingham City itself, often as secondary markers. There is also occasional secondary mention of 'near Lincoln', depending on proximity.
- Landmark and cultural references are commonly made to Sherwood Forest and Robin Hood.

Nottingham City Council area

- The core reference is unsurprisingly Nottingham itself, with follow-up reference to specific locations within the city.
- There is sometimes secondary mention of wider landmarks, regional and cultural references such as Nottinghamshire, East Midlands or Robin Hood.

Rushcliffe Borough Council area

- Nottingham City is a common anchor reference, often framed as relative to ‘the south of Nottingham’.
- There is often follow-up reference to specific towns and areas as a key local identifier, especially West Bridgford as the largest town in the area.
- Other notable areas mentioned include Bingham, Cotgrave, Radcliffe-on-Trent and Ruddington.
- There are also sometimes references to ‘Rushcliffe’ or near the ‘River Trent’.
- Further south in the district into more rural areas such as Keyworth and East Leake there is less reference to Nottingham City and more reference to the wider county and/or rurality, as well as some reference to large nearby towns outside of the county, such as Loughborough.

Focus group insight:

The focus groups validate the points raised through the engagement survey about layered identity and sense of place, with **clear distinctions between urban and rural areas and those that live in or near the city and those in other areas of Nottingham:**

“I say I’m from Nottingham first, which most people have heard about and reflects how I feel about myself. If I need to clarify even further I might say Nottinghamshire, East Midlands or just the middle of England.” *Urban participant*

“I say that I live near Nottingham. I’m on the outskirts and I don’t really feel like I live in the city itself, but it’s a good reference point and at the end of the day I spend quite a bit of time in Nottingham and I’m happy to be associated with it.” *Urban participant*

“Not everyone has heard of Newark-on-Trent, so I might say that and follow it up by saying Sherwood Forest and Robin Hood, most people have heard of those.” *Urban participant*

“I live in a small village in a rural area. I’m guess I’m not a million miles away from the city, but I definitely don’t feel like I come from Nottingham or an urban area. But I do feel like I’m from Nottinghamshire and that’s normally what I tell people.” *Rural participant*

Focus group participants tended to say that they **do not specifically identify with their local authority in itself or would not typically use it as a reference point:**

“I live near Mansfield and that’s how I’d introduce myself, but I wouldn’t go as far as to say I live in Mansfield District.” *Urban participant*

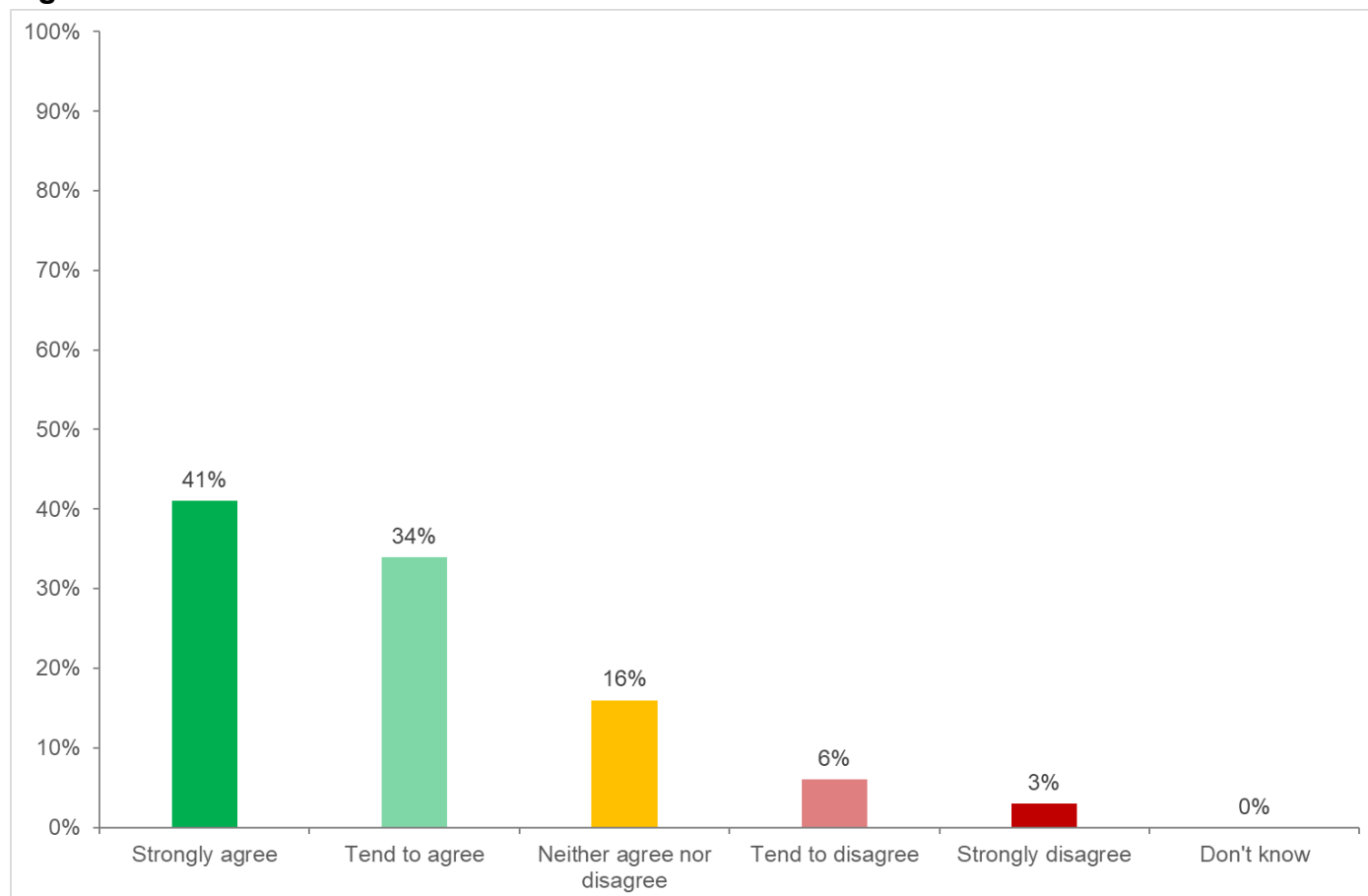
“I pay my council tax to Rushcliffe Borough Council. I’m pretty happy with them. But I don’t say to people I’m from Rushcliffe or that I live in Rushcliffe Borough Council area. I only reference them if I’m talking about council stuff, like services, council tax or voting.” *Rural participant*

To what extent do you agree or disagree that you are proud to live in your local area?

Three-quarters of respondents said they are proud to live in their local area with notable variation by council area

2.8. 75% of respondents are proud to live in their local area including 41% that strongly agree. Only 9% disagree.

Figure 2.2: Proud to live in local area



Number of respondents: 11,206 (only asked to respondents that live in Nottingham and Nottinghamshire).

Focus group insight:

The focus group participants highlighted a **distinction between being proud of their local areas and satisfaction and advocacy of their local council**, regardless as to whether they hold positive perceptions or not of their council:

“I like my local area, I like living here, but that’s got nothing to do with whether I think my council are doing a good job or not. There’s been lots of reported issues about the City Council and there’s been issues that we’ve experienced, but I still enjoy living in the city and I’m proud to say I’m from Nottingham.” *Urban participant*

“I think my council does a good job, in general. But when I think about my local area I don’t really think about the council. They can affect my enjoyment of living here because if it’s well looked after it improves my quality of life. But the reason I like living here is because of lots of other things specific to the area such as the location, ruralness and being close to lots of different places and attractions.” *Rural participant*

- 2.9. Respondents that live in Rushcliffe (91% proud), Gedling (79% proud) and Broxtowe (78% proud) council areas have higher levels of pride about their local area than other locations, especially Mansfield council area (43% proud).

Figure 2.3: Proud to live in local area by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
Strongly agree	21%	26%	41%	40%	17%	32%	25%	63%
Tend to agree	33%	32%	37%	39%	26%	38%	35%	28%
Neither agree nor disagree	24%	24%	16%	17%	30%	20%	20%	7%
Tend to disagree	14%	10%	4%	3%	18%	7%	11%	1%
Strongly disagree	8%	8%	1%	1%	9%	3%	9%	0%
Don't know	0%	0%	0%	0%	1%	0%	0%	0%

- 2.10. Consequently, when the data is re-weighted by council area to be proportionate to population sizes across Nottinghamshire there is a change in the levels of pride in a downwards direction (as the locations with higher levels of pride have responded in greater numbers relative to their population size). The re-weighted data has 65% of respondents agreeing that they are proud and 15% disagreeing:

- Strongly agree: 31%
- Tend to agree: 34%
- Neither agree nor disagree: 20%
- Tend to disagree: 9%
- Strongly disagree: 6%
- Don't know: 0%

- 2.11. Respondents with lower levels of pride are:

- Aged 18-25: 58% proud compared with 75% of older respondents.
- People living with a disability: 70% proud compared with 78% of other respondents.
- Private and social renters: 65% proud compared with 77% of owner-occupiers.

Thinking generally, what would you say are most important in making somewhere a good place to live? And what are your priorities for improvement in the local area?

Core and universal services/issues such as roads and pavements, crime and anti-social behaviour, clean streets, and travel and transport are key priorities

- 2.12. 71% of respondents said that maintaining roads and pavements are the priority for improvement (and also second top cited as making somewhere a good place to live – cited by 83%).
- 2.13. 64% of respondents said crime and anti-social behaviour are priorities for improvement (third top cited as making somewhere a good place to live – cited by 81%).
- 2.14. 57% of respondents said clean streets are a priority, which is top cited as making somewhere a good place to live by 85% of respondents.
- 2.15. 53% noted public transport, roads and parking as priorities for improvement (also fourth cited as making somewhere a good place to live – cited by 80% of respondents).
- 2.16. Other core and universal services/issues such as refuse collection and recycling (cited by 40% as a priority for improvement), parks, sports and leisure facilities (42%) and health services (46%) also standout.

Figure 2.4: Important aspects in making somewhere a good place to live and priorities for improvement

	Making somewhere a good place to live (11,173)	Priority for improvement (11,123)
Keeping the streets and public areas clean and tidy	85%	57%
Maintaining roads and pavements	83%	71%
Tackling anti-social behaviour and reducing crime	81%	64%
Public transport, roads and parking	80%	53%
Refuse collection and recycling	77%	40%
Parks, sports and leisure facilities	77%	42%
Health services such as mental health services and promoting healthy lifestyles	68%	46%
Schools and places of learning	67%	32%
Decent and affordable homes	64%	35%
Support and services for older people and vulnerable groups	62%	37%
Activities and facilities for children and young people	61%	30%
Regeneration of town centres / high streets, including shops and markets	59%	41%
Jobs and supporting people into work	58%	32%
Community events and activities and supporting local community groups	58%	25%
Arts and cultural services such as theatres and museums	44%	16%
Supporting residents to reduce their impact on the environment	37%	20%

Numbers in brackets are the number of respondents to each question (only asked to respondents that live in Nottingham and Nottinghamshire). Note: Respondents could select more than one answer.

- 2.17. In the 'other' responses, approximately 2-3% mentioned the importance of 'sense of community', while a similar proportion said a priority is increasing 'community voice' to influence decision-making and an associated improvement in governance of local councils and areas.
- 2.18. Whilst there are variations by council area (and also other demographics), these are not notable and the order of importance/priority is similar. Consequently, for succinctness, these are not presented in this report (although they are available in a separate document).

Focus group insight:

The focus groups reiterated the importance of **good quality core services and value for money**, and that these should be the priorities for any future council:

"It isn't rocket science. Councils spend lots of money on lots of things that often don't matter to local people. All I really want my council to do is get the basics right – keep the streets clean, pick up my bins and don't leave a mess when you do it, get rid of potholes and keep me and my family safe. Anything else on top of this is a bonus, but I'd rather pay a lower council tax than see money wasted on vanity projects." *Urban participant*

Section 3: The current way councils are organised in Nottingham and Nottinghamshire

Introduction

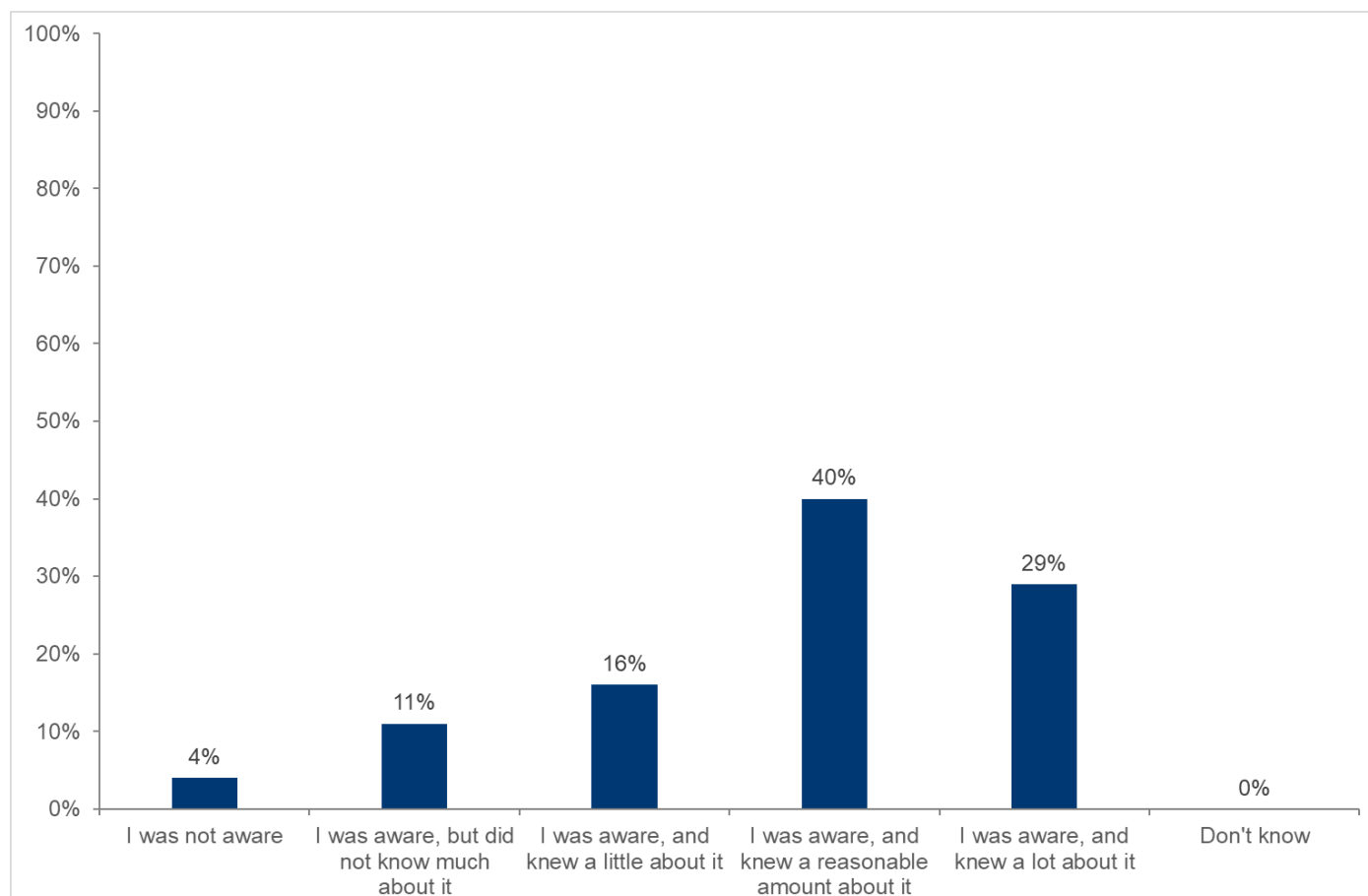
3.1. This section presents findings about the current ways councils are organised in Nottingham and Nottinghamshire, including awareness and knowledge, and perceptions of effectiveness.

Before today, how aware were you of the current structure of councils in Nottingham and Nottinghamshire, and the services each council provides?

Most respondents were aware of the current structure of councils and the different services delivered, and had varying levels of knowledge

3.2. 96% of respondents were aware of the current structure of councils, including 29% that knew a lot about it, 40% a reasonable amount, 16% a little and 11% not much about it. 4% were not aware of the current structure of councils in Nottingham and Nottinghamshire before responding to the engagement survey.

Figure 3.1: Awareness and knowledge of the current structure of councils



Number of respondents: 11,424.

Focus group insight:

Participants in the focus groups had **varying levels of awareness and knowledge** of the current structure of councils in their area, including the two-tier system. In several cases this was **limited to an awareness that their council tax is shared between two councils** (in the case of non-Nottingham City residents), while others said their **use of services had made them aware, albeit also often confusing**:

“I know that my council tax goes to both my District Council and the County Council. I think I know why and what each does, but don’t test me. It can be a little confusing.” *Rural participant*

“I’ve had to deal with both councils during my time for different services, including the county council for social services. I’d say I’m now quite knowledgeable about it, but that’s been hard won through bitter experience of having to navigate around the system.” *Rural participant*

“I know that Nottingham City delivers all services in the area, but what relationship does it have with the county and the neighbouring district and borough councils? It’s always felt a bit odd. It’s like the City is an island in amongst all these other councils. It doesn’t feel that joined-up when you think about it.” *Urban participant*

- 3.3. Respondents in Gedling (98% aware including 75% with at least reasonable knowledge), Rushcliffe (also 98% aware including 74% with at least reasonable knowledge) and Ashfield (96% aware including 72% with at least reasonable knowledge) are most awareness and knowledgeable. Respondents in Bassetlaw are least aware and knowledgeable (92% aware including 56% with at least reasonable knowledge).

Figure 3.2: Awareness and knowledge of the current structure of councils by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
I was not aware	4%	8%	5%	2%	6%	7%	5%	2%
I was aware, but did not know much about it	9%	17%	12%	7%	11%	11%	12%	9%
I was aware, and knew a little about it	14%	17%	19%	15%	15%	13%	16%	15%
I was aware, and knew a reasonable amount about it	37%	34%	41%	43%	31%	36%	37%	43%
I was aware, and knew a lot about it	35%	22%	23%	32%	36%	33%	30%	31%
Don't know	1%	1%	0%	0%	1%	0%	0%	0%

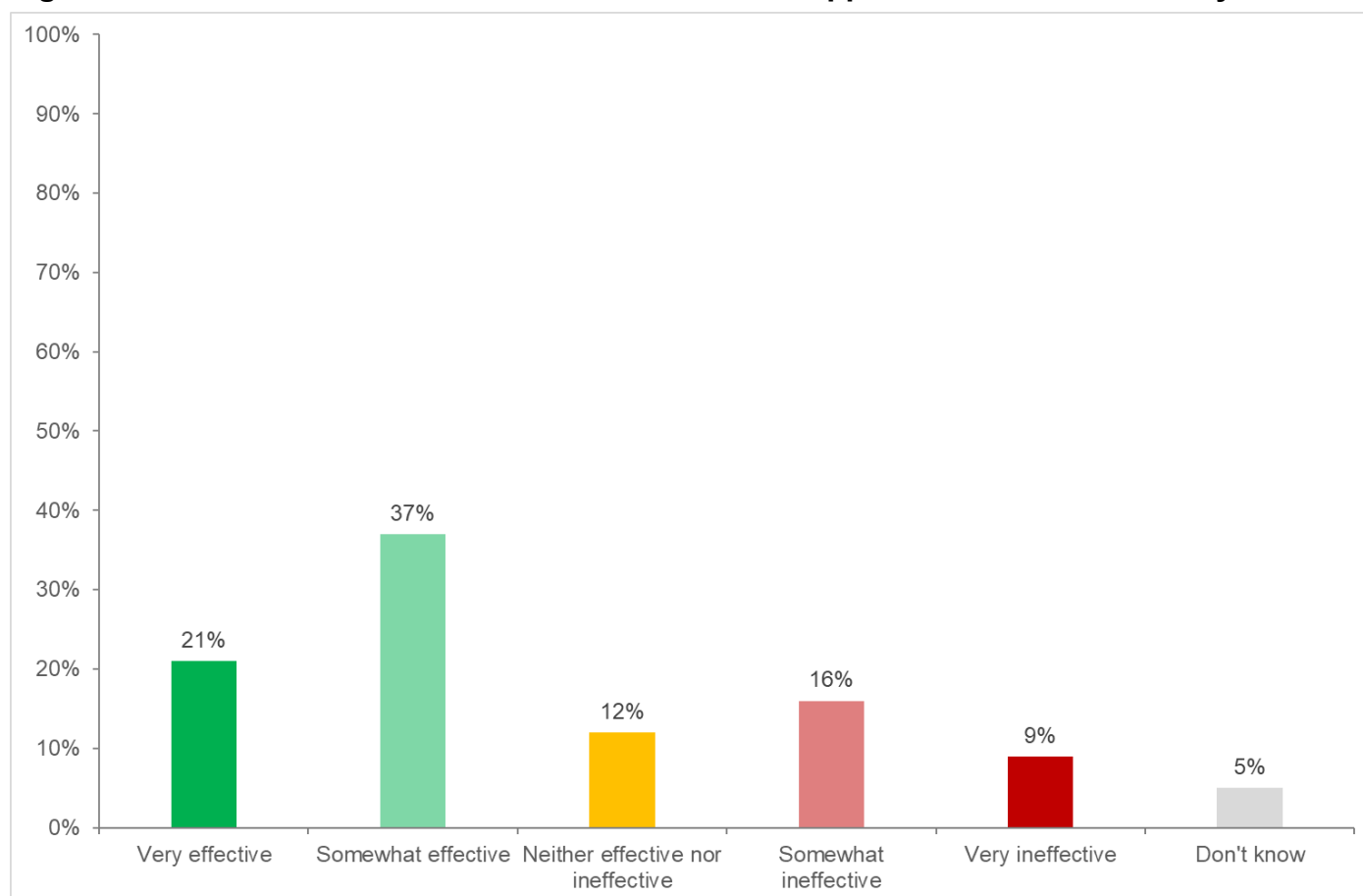
- 3.4. There are some minor changes when the data is re-weighted by council area to be proportionate to population sizes across Nottingham and Nottinghamshire:
- Not aware: 5%
 - Not know much: 11%
 - Know a little: 16%
 - Know a reasonable amount: 38%
 - Know a lot: 30%
 - Don't know: 0%
- 3.5. Respondents with lower levels of awareness and knowledge of the current structure of councils and the different services delivered are:
- Women: 25% know a lot compared with 33% of men.
 - Aged under 35: 62% know at least a reasonable amount compared with 69% of older respondents.
 - Non-White British-Irish: 57% know at least a reasonable amount compared with 69% of other respondents.
 - Private renters and social renters: 61% of private renters and 51% of social renters know at least a reasonable amount compared with 70% of owner-occupiers.

How effective is the current structure of councils and the approach to service delivery in Nottingham and Nottinghamshire?

Over half of respondents said the current structure and approach to service delivery in councils across Nottingham and Nottinghamshire is effective with some variations by area

- 3.6. 58% of respondents said the current structure and approach to service delivery is at least somewhat effective, including 21% that said it is very effective. A quarter said it is at least somewhat ineffective, including 9% that said it is very ineffective.
- 3.7. Respondents that knew at least a reasonable amount about the current structure and approach to service delivery (63%) are more likely to say that the current system is effective compared to respondents with less awareness or knowledge (48%).

Figure 3.3: Effectiveness of the current structure and approach to service delivery



Number of respondents: 11,413.

- 3.8. Respondents in Rushcliffe (72% effective), Gedling (65% effective) and Broxtowe (63% effective) council areas have the highest ratings of effectiveness, while respondents in Nottingham City have the lowest (26% effective).

Figure 3.4: Effectiveness of the current structure and approach to service delivery by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
Very effective	14%	11%	24%	22%	10%	15%	5%	31%
Somewhat effective	40%	32%	39%	43%	34%	38%	21%	41%
Neither effective nor ineffective	14%	16%	13%	12%	17%	15%	15%	9%
Somewhat ineffective	16%	21%	12%	14%	20%	20%	33%	11%
Very ineffective	11%	14%	5%	7%	15%	8%	22%	5%
Don't know	4%	6%	6%	3%	5%	5%	5%	4%

- 3.9. Consequently, when the data is re-weighted by council area to be proportionate to population sizes across Nottinghamshire there is a change in the results with levels of effectiveness decreasing (as the locations with higher ratings of effectiveness have responded in greater numbers relative to their population size). The re-weighted data is more polarised with 47% of respondents rating the current system as effective and 34% ineffective:

- Very effective: 14%
- Somewhat effective: 33%
- Neither effective nor ineffective: 14%
- Somewhat ineffective: 21%
- Very ineffective: 13%
- Don't know: 5%

- 3.10. Respondents that rated lower the effectiveness of the current system are:

- Aged under 25: 46% rate the current system as effective compared with 58% of older respondents.
- Private and social renters: 49% rate the current system as effective compared with 59% of owner-occupiers.

3.11. Respondents were asked to explain their answers to help understand the reasons behind their perceptions about effectiveness with 59% of respondents providing further explanation. In summary, those rating the system **effective** tend to highlight **service reliability, local knowledge and responsiveness, local representation, and a sense that the current system is fit for purpose**. Those who said **neither effective or ineffective** often expressed **mixed experiences, or uncertainty/lack of clarity**. Those rating the system **ineffective** emphasised **confusion, duplication, inefficiency, lack of joined-up/partnership working, political distrust, and inequity and inconsistency in services between different local councils**, with some advocating for change and unitary authorities.

3.12. The following provides more detail on the reasons alongside volume of opinion:

Reasons for rating the current system as effective:

- **Satisfaction with services** (cited by approximately 15% of respondents): Service provision is generally considered effective and satisfactory including key services such as bin collections, highways maintenance, and schools working well.
- **Local knowledge and responsiveness** (cited by approximately 10%): Smaller/more localised councils such as District/Borough councils allow services to be tailored to local need and priorities, and be more aware of, and responsive to, issues as they emerge at the neighbourhood level.
- **Representation** (cited by approximately 5%): Councils are closer to their communities and there is greater local accountability and political representation, reflecting local needs/priorities.
- **Familiarity, stability and continuity** (cited by approximately 2-3%): The current approach works sufficiently well and does not need to change, just potentially improved in-situ.

Reasons for rating the current system as neither effective nor ineffective:

- **Mixed experiences and views** (cited by approximately 5% of respondents): Some services/aspects work well and others could be improved. This includes an appreciation that there is scope for change and improvement, allied with concerns that change could be disruptive or not lead to positive benefits in practice.
- **Lack of knowledge, information or understanding of the current structure or approach to services** (cited by approximately 2-3%): This meant that respondents could not form a firm or clear opinion regarding effectiveness.

Reasons for rating the current system as ineffective:

- **Service delivery issues** (cited by approximately 10% of respondents): Mixed experiences of service delivery and quality, with scope for improvement.
- **Duplication and inefficiency** (cited by approximately 5%): The two-tier structure is inefficient with resource duplication between councils, unnecessary tiers of management and staffing resulting in wasted resources, added bureaucracy and negative consequences for service delivery/quality as well as cost-effectiveness.
- **Confusion** (cited by approximately 5%): The two-tier structure makes the system difficult to navigate, as well as creating a lack of accountability between councils.
- **Joined-up/partnership working** (cited by approximately 5%): The current two-tier system makes coordination challenging between councils and partners across the different tiers of local government, with scope to improve partnership working.

- **Political concerns** (cited by approximately 2-3%): Undercurrent of distrust of politics and politicians, surfacing mainly around planning decisions, fairness of service allocation, and perceptions of political agendas overriding residents' needs.
- **Inequity and lack of consistency** (cited by approximately 2-3%): Experiences of inconsistent services depending on location and challenges accessing services in neighbouring areas, as well as some concerns around a bias to service provision in urban areas compared to more rural areas.

Focus group insight:

Focus group participants shared similar views about the effectiveness of the current system to those expressed by respondents in the engagement survey, **driven by their personal experience of the councils and their services**. These views tended to be **dominated by perceived concerns about Nottingham City council's finances and services** and their impact on neighbouring areas. There was also reference to **inconsistent services, parochialism and calls for more joined-up and partnership working**:

"It is confusing about who you should speak with about any given issue, the district council, the city council or the county council or all of them. I've learnt to know who does what and navigate the system, but I think there's scope for change." *Rural participant*

"When you think about Nottingham City Council you can't say that the current approach works. There's been mismanagement, it's financially bankrupt and my fear is that there will be a ripple effect on its neighbouring areas, especially if there is local government reorganisation. It's not a good advert for a unitary council or forming a new council with Nottingham City council at its head." *Urban participant*

"I generally feel like my council does a reasonable job, but I've seen it professionally where I've been able to get services for one client from their council, but not for someone else who lives in a neighbouring council. It's a bit like a postcode lottery, so I'd like to see more consistency in service provision and it to be easier to access those services so that you don't have to speak to lots of different people." *Urban participant*

"The day-to-day is fine, but I do question some of the decisions that are made. On one level it is nice to have a local council that feels close to the community, but some of the decisions feel a bit parochial, and possibly even overly self-interested, especially around planning decisions or pet projects of councillors. It feels a bit inward looking and I'd like to see the council be more innovative and outward facing, working closely with other councils and partners." *Rural participant*

One point focus group participants tended to share is that they felt it **important that their council is coherent geographically and focussed on their local community**:

"One thing I like about the current system is that it feels like your council is working for you, is focussed on your area and your issues. Mansfield council is a good example, it is a fairly small council and is focussed on those that live in Mansfield and the surrounding areas." *Urban participant*

Section 4: Local Government Reorganisation in England

Introduction

4.1. This section presents findings about the Government's plans for reorganisation of local government across the country, including awareness and knowledge, and perceptions about these plans.

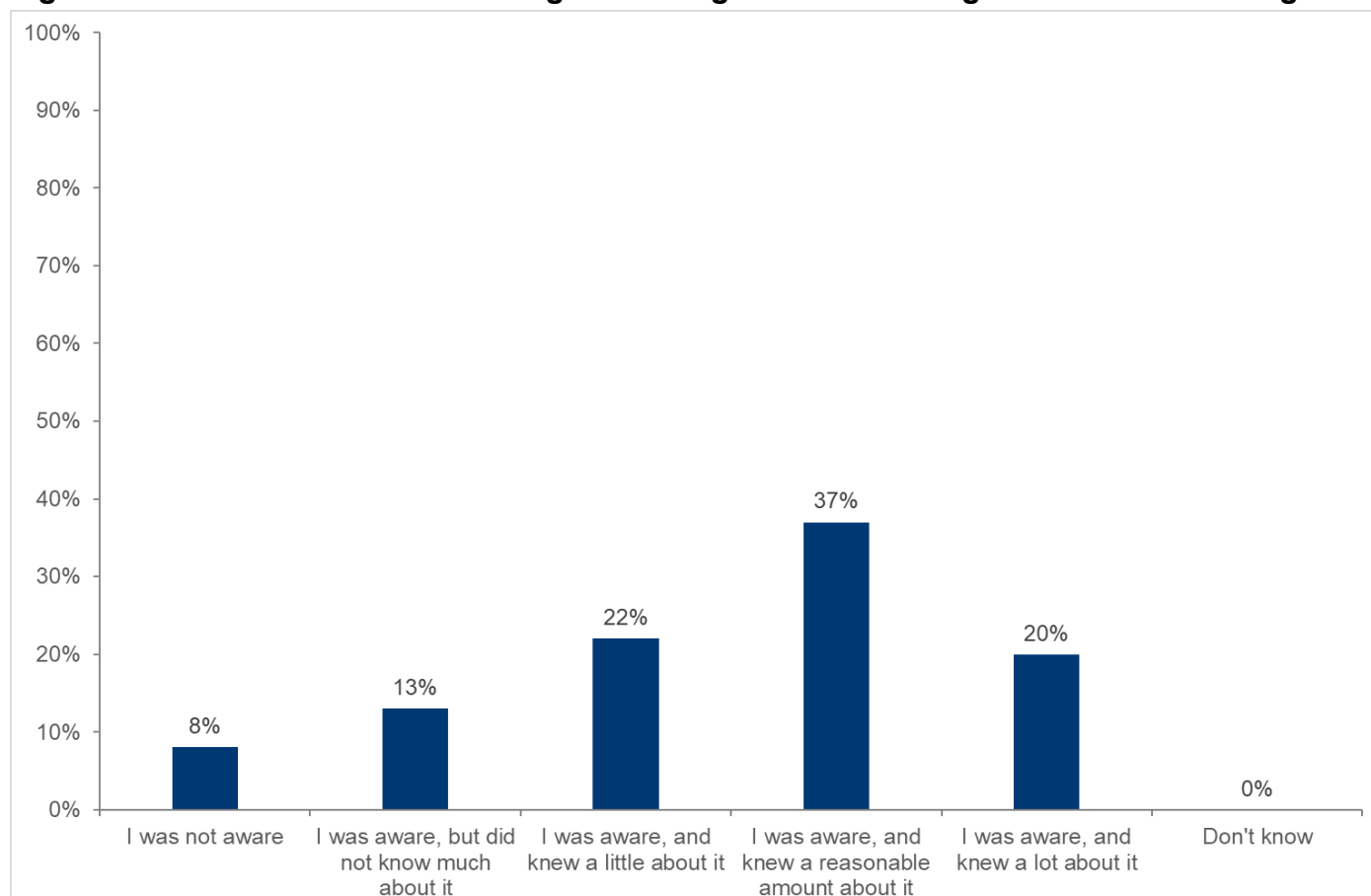
Before today, how aware were you about the Government's plans to reorganise local councils across England?

Most respondents are aware of the reorganisation of councils across England, including over half that have at least reasonable knowledge about it

4.2. 92% of respondents are aware of the reorganisation of councils across England, including 20% that knew a lot about it, 37% a reasonable amount, 22% a little and 13% not much about it. 8% were not aware at all before responding to the engagement survey.

4.3. There is a close relationship between awareness and knowledge of the current structure of councils and that of the reorganisation of councils across England. For example, 50% that were not aware of the current structure of councils are also not aware of the reorganisation of councils. Similarly, 54% that were aware and know a lot about the current structure of local councils are also equally aware and knowledgeable about the reorganisation of councils across England.

Figure 4.1: Awareness and knowledge of local government reorganisation across England



Number of respondents: 11,429.

Focus group insight:

The focus group participants had **mixed levels of awareness and knowledge about local government reorganisation in England**, with most awareness and knowledge generated through this engagement process and associated communications. Awareness and knowledge tended to be **greatest amongst participants in areas that are perhaps most affected by the proposals**. Prior awareness was also linked with the wider devolution agenda, including the formation of the East Midlands Combined County Authority:

“I wasn’t aware about any of this until you invited me to attend the focus group.” Urban participant

“I had some awareness, but only really vaguely. I’d seen something on social media about it.” Urban participant

“I’d heard of devolution and all that previously, but only really found out about local government reorganisation when I heard more about it from my council. Once I heard that we may be joining Nottingham I spent some time getting familiar with the issues as they directly affect me and my family.” Rural participant

“There was that consultation around the East Midlands regional authority a few years ago, so I was aware of what’s going on in general, but I can’t say I knew much about these specific plans until just recently.” Rural participant

- 4.4. Respondents in Rushcliffe (96% aware including 64% with at least reasonable knowledge) and Gedling (96% aware including 62% with at least reasonable knowledge) are most aware and knowledgeable. Respondents in Bassetlaw are least aware and knowledgeable (78% aware including 37% with at least reasonable knowledge).

Figure 4.2: Awareness and knowledge of local government reorganisation across England by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
I was not aware	8%	22%	8%	4%	14%	9%	9%	4%
I was aware, but did not know much about it	15%	19%	15%	12%	13%	16%	14%	10%
I was aware, and knew a little about it	19%	21%	24%	22%	22%	21%	22%	22%
I was aware, and knew a reasonable amount about it	37%	25%	36%	40%	28%	34%	37%	42%
I was aware, and knew a lot about it	20%	12%	17%	22%	22%	21%	18%	22%
Don't know	1%	1%	0%	0%	0%	0%	0%	0%

- 4.5. There are some minor changes when the data is re-weighted by council area to be proportionate to population sizes across Nottingham and Nottinghamshire:

- Not aware: 9%
- Not know much: 14%
- Know a little: 22%
- Know a reasonable amount: 35%
- Know a lot: 19%
- Don't know: 0%

- 4.6. Respondents with lower levels of awareness and knowledge of local government reorganisation across England are:

- Women: 51% know at least a reasonable amount compared with 62% of men.
- Aged under 25: 79% are aware compared with 92% of older respondents.
- Non-White British-Irish: 49% know at least a reasonable amount compared with 56% of other respondents.
- People living with a disability that affects their day-to-day activities a lot or a little: 49% know at least a reasonable amount compared with 57% of other respondents.
- Private renters and social renters: 49% of private renters and 39% of social renters know at least a reasonable amount compared with 57% of owner-occupiers.

What do you think are the main potential benefits, if any, of the Government's proposed reorganisation of local councils?

Potential benefits include efficiency and cost savings, geographic coherence, a simpler and clearer system and more joined-up working

4.7. Reduced duplication, efficiency and cost savings are the dominant perceived benefits, while scepticism/no benefits form the second largest cluster. Other themes like geographical coherence, simplification, joined-up working, improved services and fairness also stand-out, albeit in lesser numbers:

- **Efficiency and cost savings** (cited by approximately 35% of respondents): Respondents frequently highlighted the potential for reducing duplication, achieving greater efficiencies and consequently saving money by moving to larger unitary councils (although some also questioned whether these savings would be reinvested into local areas, public services or reduced council tax).
- **Geographic / administrative coherence** (cited by approximately 15%): Some respondents noted the opportunity to bring areas under a clearer, more consistent administrative structure, which reflects the way people live and move across the county, by bringing council areas together into larger bodies.
- **Simplification / clarity of councils and access to services** (cited by approximately 10%): These respondents consider benefits in having a single unitary council to contact, resulting in improved access to services, ease of navigation around the council system, and consequently also clearer accountability.
- **Better coordination, joined-up services and partnership working** (cited by approximately 10%): Some see value in larger councils promoting better coordination of services and joined-up decision making and working in areas managed by a single council. Relatedly, some also consider this could lead to better partnership working between the larger unitary councils and other public bodies.
- **Improved services and outcomes** (cited by approximately 5%): A smaller, albeit notable, proportion of respondents felt these changes would lead to improved service quality and delivery, and better social outcomes because of the above noted potential for efficiencies and joined-up decision-making and services, and partnership working, as well as scope for further investment in local areas and services due to cost savings.
- **Fairness and equitability** (cited by approximately 2-3%): A smaller group of respondents suggested that the proposals could lead to a fairer and more equitable system as a single, larger unitary council could result in more consistency around access to, and quality of, services and support. Relatedly, some also said it could result in a more considered and cohesive approach to tackling inequalities across a larger area.

4.8. However, approximately 20% of respondents were **sceptical about the proposals** for local government reorganisation stating they could see **no real benefits, expressing doubt or outright opposition**.

4.9. The findings are broadly **consistent across different areas and demographics**, albeit with slightly greater scepticism amongst respondents in Rushcliffe and Broxtowe council areas.

What concerns, if any, do you have about the Government's proposed reorganisation of local councils?

Respondents are concerned about urban-rural imbalance and the financial risks of local government reorganisation, as well as loss of local representation, accountability and knowledge

4.10. Urban–rural imbalance was the biggest single concern amongst respondents with costs/financial risks and loss of representation also consistently high mentions. These issues feed into concerns about service disruption and decline:

- **Geographic / urban–rural imbalance** (cited by approximately 35% of respondents): Strong concerns about Nottingham City in particular as the major urban centre in the county dominating rural locations in neighbouring council areas. This includes a concern that larger councils will not be able to tailor services to suit rural areas and that rural areas will receive inconsistent service provision or be deprioritised (loss of rural voice) compared to urban areas, as well as suffer from some of the challenges in urban areas and councils currently serving those areas. This view is heightened in areas surrounding Nottingham City, especially Broxtowe and Rushcliffe. Relatedly, some respondents suggested that Nottingham City could be a separate council in its own right to avoid some of these concerns and provide services specific to an urban area.
- **Financial risks** (cited by approximately 25%): Worries that reorganisation would be expensive and potentially not achieve the projected savings in the longer-term. Similarly, there are concerns that reorganisation could be used to bail out councils that are perceived to be struggling financially, especially Nottingham City, which in turn could lead to increased council tax and/or worse services in neighbouring areas.
- **Concerns over efficiency and complexity** (cited by approximately 10%): Related, there is scepticism that larger councils will be more efficient, simpler to navigate and improve access to services but rather in practice would add complexity and bureaucracy (and costs due to inefficiencies and waste).
- **Loss of local representation, accountability and knowledge** (cited by approximately 20%): Merging councils could increase the distance between decision-makers and communities, diluting residents' voices and reducing accountability and local connections. This could result in less responsive and tailored services to meet local needs and priorities, as well as a system and services that will be harder to navigate and access.
- **Service quality decline** (cited by approximately 15%): Linked to the above points, specific concerns that bigger councils would stretch services, reduce responsiveness, and worsen frontline delivery. Similarly, some respondents are concerned about the complexity of merging councils, which could lead to confusion and disruption, affecting service quality in the short-term.
- **Job losses / staffing concerns** (cited by approximately 5%): Relatedly, some respondents noted risks of redundancies, loss of experienced staff, and disruption to council workforces, in turn affecting services. This concern was shared between both residents and staff currently working in local councils with the latter explicitly concerned about their own jobs.

- **Politicisation** (cited by approximately 5%): A few respondents questioned whether these proposals are about political parties using reorganisation to consolidate power, or about democracy being weakened.
- **Preference for reform within existing structure** (cited by approximately 2-3%): As a result of the above concerns, some respondents said existing councils should be improved rather than replaced.
- **No need for change** (cited by approximately 2-3%): The system is not broken, so there is not a need to fix it, especially with risk that any changes could lead to less effective councils and services.

4.11. Approximately 5% of respondents said they did **not have any concerns about local government reorganisation and/or saw the risks as minimal**.

4.12. The findings are broadly **consistent across different areas and demographics**, albeit with greater concern amongst respondents in Rushcliffe and Broxtowe council areas especially related to Nottingham City and concerns around urban-rural imbalance and financial risks/costs.

Focus group insight:

Participants in the focus groups echoed the potential benefits and concerns around local government reorganisation, albeit with a **skew towards concerns over benefits**. Most participants could **appreciate the potential efficiencies and cost-savings, although they questioned whether in practice these would be achieved and moreover where they would be invested**. They also could see that there may be opportunities for more joined-up decision-making, working and services, although they also felt these could be **achieved within the current structure**:

“It’s all well and good saying there will be these savings and I can see on paper how they may think that’s the case, but I’m not entirely convinced. I’d like to see the evidence and calculations because in my experience these things are a lot harder to achieve in practice.”
Rural participant

“Cost-savings are fine, but how will they benefit me? Will I get a lower council tax? Will they be re-invested in services? Or will they just be a way of balancing the books and in effect we’re just bailing out the government or failing councils?” *Rural participant*

“I can see that there’s room for improvement in the way things are currently. Services could be improved, there could be opportunities to work more strategically and regionally. I guess what I don’t fully get is why this can’t happen as things are now. Why do we have to rip up everything and start again. It’s costly and time consuming to do that and it’s not guaranteed to get results. It does feel a bit like a cost-cutting exercise dressed up.” *Urban participant*

The two biggest concerns cited by focus group participants (mainly from rural areas) were around the **urban-rural imbalance and associated dominance of Nottingham City, and the loss of local representation and knowledge**:

“The benefit of the current system is that you’ve got a council focussed on the needs of Nottingham City and another focussed on an area with a completely different set of issues and characteristics, a much more rural area. So you’d be losing that focus by creating larger councils and you risk creating councils that end up having different divisions in them, one to deal with rural issues and one to deal with urban issues because some of the challenges and priorities in these areas will be vastly different, so in the end you’re not making any savings. Or what’s more likely is that everything will be configured to suit the city because it will dominate any future larger council. It just feels like my voice and that of my community would be lost within the thousands more voices of those that live in the city.”
Rural participant

A few participants also questioned how **local government reorganisation fits with regional devolution and other public bodies and reforms**:

“The whole agenda and governance in local government feels a bit muddled to me. They created the East Midlands regional council, which I felt like was adding an extra tier and now they’re saying they want to reduce the tiers. Then you’ve also got things like the Police and Crime Commissioner who is meant to reflect local issues. You’ve got all these layers already, so they take some away and then add some more in, and in the end it’s no more or less complex, confusing or cost-effective, and in the process you’ve incurred costs, time and disruption. It just feels messy and like an exercise in job creation and constant unnecessary change.” *Urban participant*

Section 5: Future councils

Introduction

5.1. This section presents findings about the design of the potential future councils, including the most important principles and features of a new council and the best ways for the new councils to involve people in local decisions.

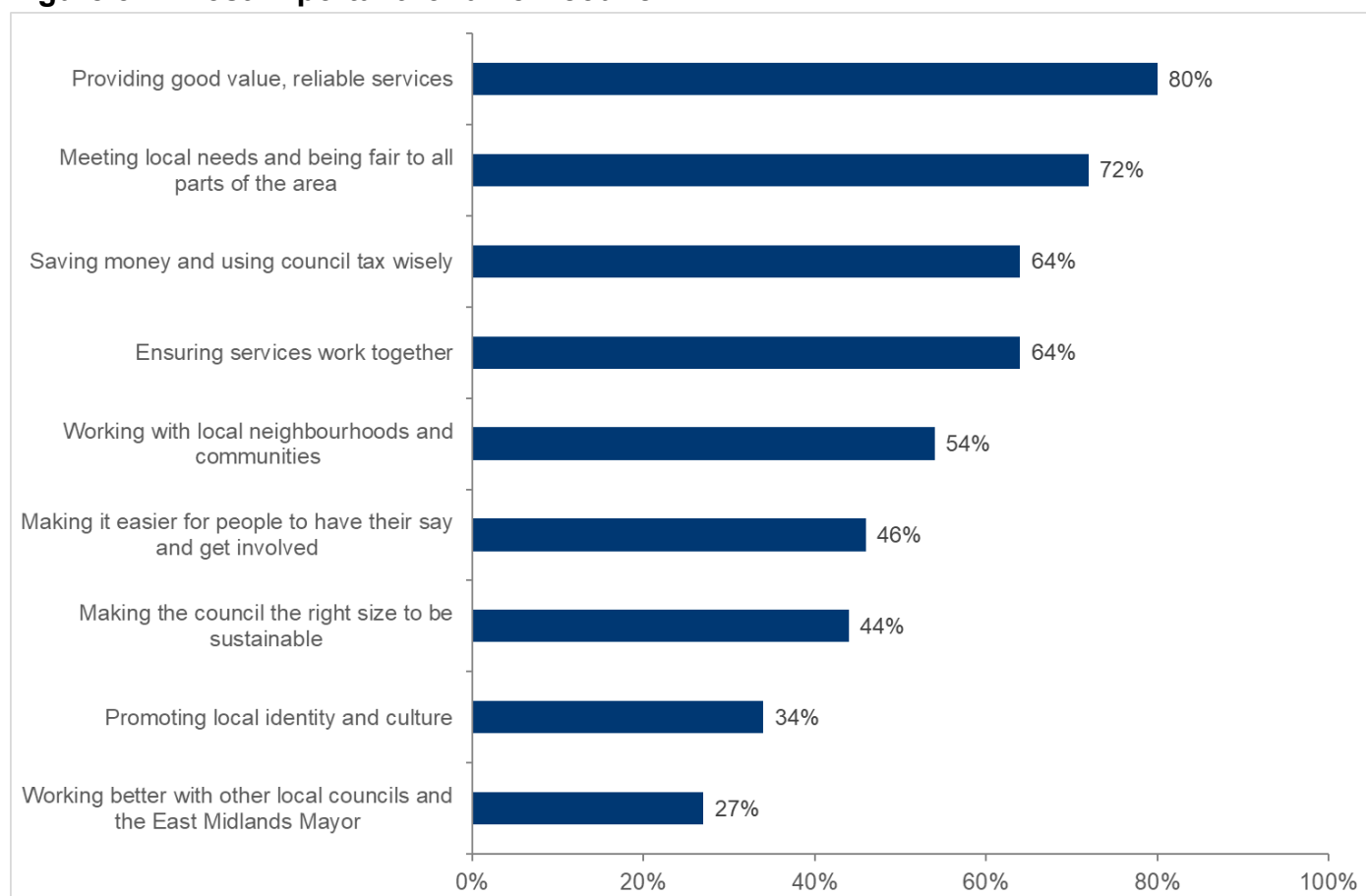
What should be most important when designing a new council?

Quality services, value for money and meeting local needs are the priorities for a future council

5.2. 80% of respondents cited providing good value, reliable services, following by 72% noting meeting local needs and being fair to all parts of the area.

5.3. 64% said saving money and using council tax wisely and the same proportion mentioned ensuring services work together, while 54% said working with local neighbourhoods and communities.

Figure 5.1: Most important for a new council



Number of respondents: 11,335.

Note: Respondents could select more than one answer.

- 5.4. In the 'other' responses, approximately 5% of respondents said that new councils should engage effectively and meaningfully with local residents, respond to local concerns and issues and consequently provide representation and accountability.
- 5.5. Whilst there are variations by council area (and also other demographics), these are not notable and the order is similar. Consequently, for succinctness, these are not presented in this report (although they are available in a separate document).

Focus group insight:

Discussions in the focus groups reflected the results in the engagement survey with an emphasis on **effective delivery of core services, value for money, competent management and meeting the needs of local residents**, including those in rural and urban areas:

“Keep it simple really – good quality services, keep council tax low and manage the council and it services effectively.” *Urban participant*

“The role of local councils, local government is to reflect the priorities of local people and meet their needs. Local councillors have an important role in this, as too does effective engagement with local people, communities and neighbourhoods. So any future council needs to preserve this approach, which I think is more difficult to do in a larger council.”
Urban participant

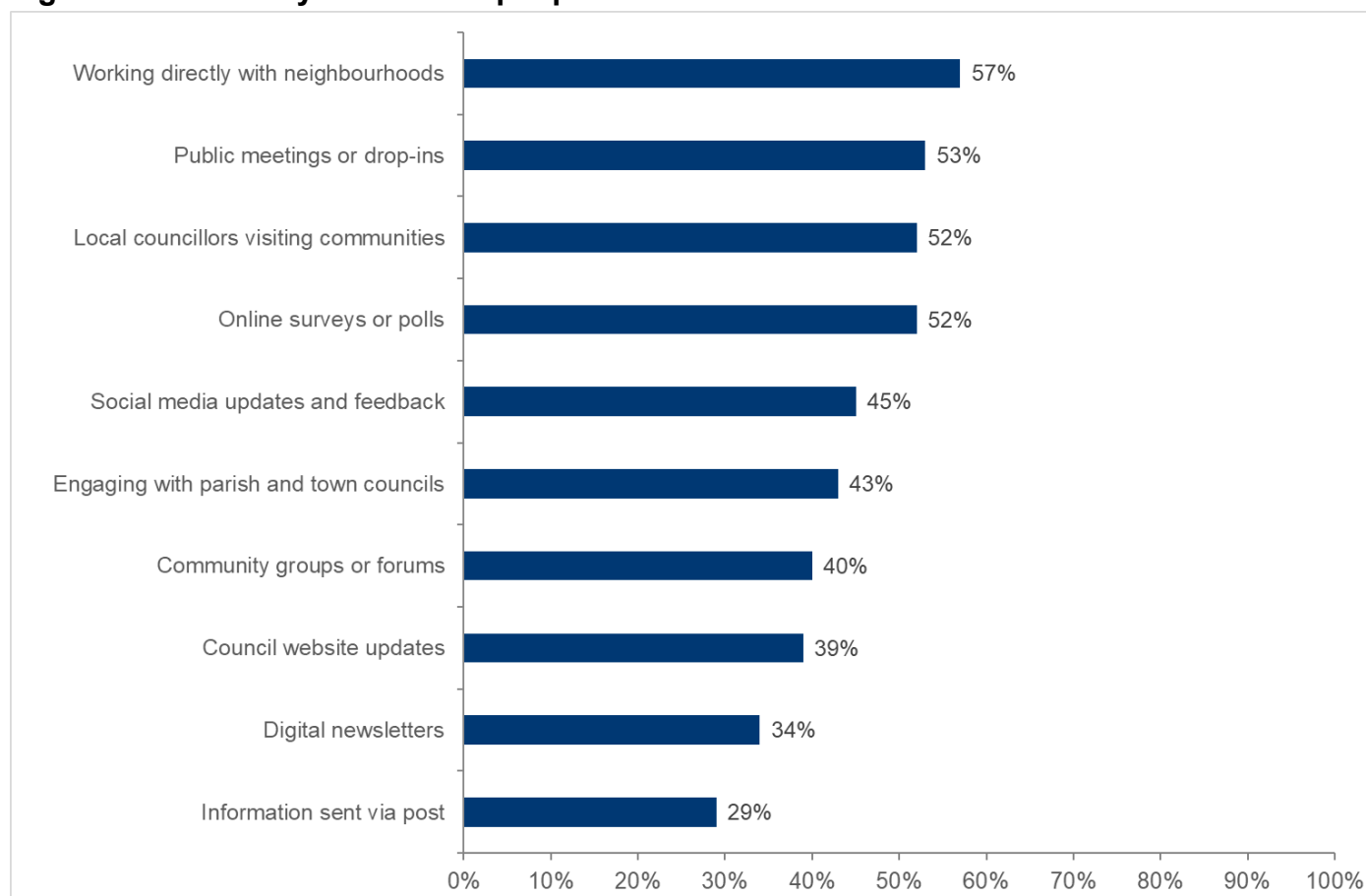
“I’m worried a larger council will be more detached from local people and local areas. How will they make sure that they understand and respond to the specific local concerns, especially of rural areas compared to somewhere like the city? That’s something they really need to bottom-out in a new council.” *Rural participant*

What are the best ways for the new councils to involve people in local decisions?

Neighbourhood working, direct resident engagement, and local councillors along with parish and town councils and community groups are the best way to involve people in local decisions

- 5.6. 57% of respondents said working directly with neighbourhoods, while several respondents mentioned engaging with local residents through public meetings (53%), online surveys (52%) and social media (45%).
- 5.7. 52% mentioned local councillors visiting communities, 43% said engaging with parish and town councils, and 40% mentioned community groups or forums.

Figure 5.2: Best ways to involve people in local decisions



Number of respondents: 11,262.

Note: Respondents could select more than one answer.

- 5.8. In the 'other' responses, approximately 2-3% of respondents highlighted the importance of engaging with local residents prior to decisions being made and avoiding decisions being 'imposed' on residents. Relatedly, some of these respondents raised concerns that their voices are not heard and will not make a difference. Similarly, some said they are concerned that new and larger councils will lead to less representation and undermine resident voices and democracy as there will be a greater distance between local people and issues, and their decision-makers.
- 5.9. Whilst there are variations by council area (and also other demographics), these are not notable and the order is similar. Consequently, for succinctness, these are not presented in this report (although they are available in a separate document).

Focus group insight:

Focus group participants said it is **important that local people are involved in decision-making**, both in principle and especially given the potential changes with concerns that larger councils may be more detached from local people and diverse local areas. They felt that **local councillors, parish councils, community groups and working closely in local neighbourhoods/communities** would be most important. They also wanted **engagement and consultation to be genuine and meaningful**:

"It's really important anyway, in principle, to involve local people, but even more so if these changes go ahead. I've engaged with my local councillor on a few things, so I'd be worried that the changes will take that away. Local councillors, if you get a good one, can be really important. And what is happening with the parish councils? They play an important role on the ground in rural areas like mine." *Rural participant*

"I don't think it really matters how big the council is, they're already quite big now covering lots of people and areas. It's more about how well they know their communities and how well they respond to those issues. You want to see them getting involved at the grassroots level, out and about in their neighbourhoods and communities and delivering services at that more local level to meet specific needs. Council staff and councillors have a role in this, but so too do local community groups and charities because they know their areas and often work at a more individual or local level." *Urban participant*

"You can run as many surveys and focus groups as you want, but it's not worth much if it doesn't change things. I'm worried that this process is a done deal, that these changes we're discussing will happen regardless of what we say. So my main point is that any involvement of local people needs to be done earnestly and with integrity." *Urban participant*

Section 6: Local Government Reorganisation across Nottingham and Nottinghamshire

Introduction

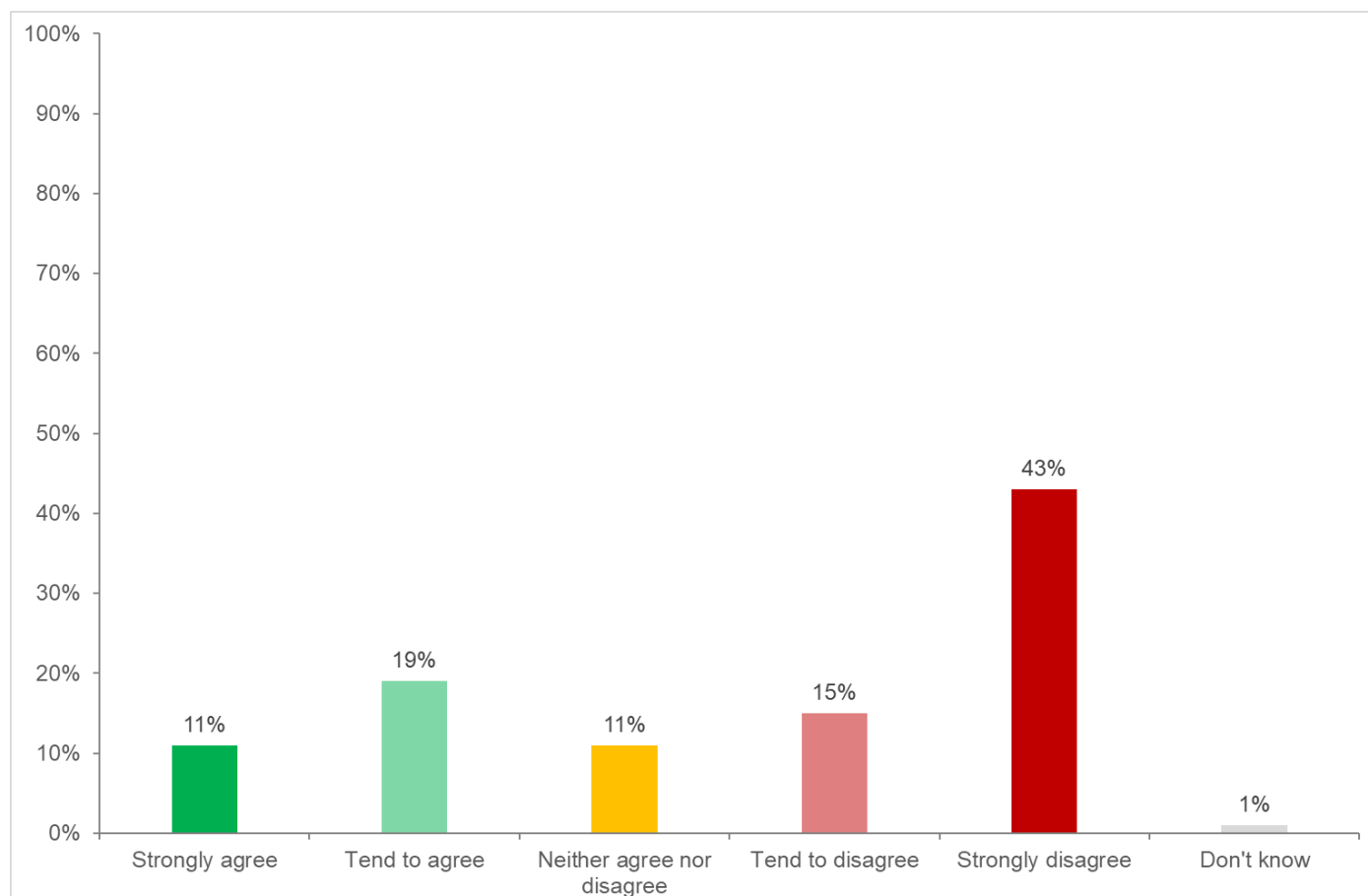
- 6.1. This section presents the proposals for reorganisation of local government across Nottingham and Nottinghamshire, including the proposal to replace the nine existing councils with two councils and different options for the proposed new councils.

To what extent do you agree or disagree with the proposal to replace the nine existing councils with two councils to run local government across the Nottingham and Nottinghamshire area?

Over half disagree with the proposal to reduce the number of councils, with a relationship between perceived effectiveness of the current system and levels of agreement, as well as variations by area

- 6.2. 30% of respondents agree with the proposal, including 11% that strongly agree. In contrast, 58% of respondents disagree with the proposal, including 43% that strongly disagree.
- 6.3. There is a relationship between perceptions of the effectiveness of the current system and levels of agreement with the proposal. For example, 16% of those that said the current structure of local councils is effective agree with the proposal to reduce the number of councils compared with 60% of those that said the current system is ineffective. i.e. in other words, those that consider the current system ineffective are more likely to state there is a case for change.

Figure 6.1: Level of agreement with proposal to replace nine existing councils with two across Nottingham and Nottinghamshire



Number of respondents: 11,427.

6.4. Respondents in Nottingham City are more likely to agree with the proposal to replace the nine existing councils with two (63% agree) than respondents in other areas. In contrast, respondents in Broxtowe (20% agree), Rushcliffe (22% agree) and Gedling (27% agree) council areas are less likely to agree.

Figure 6.2: Level of agreement with proposal to replace nine existing councils with two across Nottingham and Nottinghamshire by council area

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark and Sherwood	Nottingham	Rushcliffe
Strongly agree	11%	10%	7%	9%	14%	12%	31%	8%
Tend to agree	21%	21%	13%	18%	23%	24%	32%	14%
Neither agree nor disagree	16%	18%	8%	11%	16%	17%	15%	7%
Tend to disagree	14%	21%	13%	15%	15%	17%	8%	15%
Strongly disagree	36%	28%	58%	46%	31%	28%	11%	55%
Don't know	2%	2%	1%	1%	1%	2%	2%	1%

- 6.5. Consequently, when the data is re-weighted by council area to be proportionate to population sizes across Nottinghamshire there is a change in the results with levels of agreement increasing (as the locations with lower levels of agreement have responded in greater numbers relative to their population size). The re-weighted data is more polarised with 39% of respondents agreeing compared with 46% that disagree:
- Strongly agree: 16%
 - Tend to agree: 23%
 - Neither agree nor disagree: 14%
 - Tend to disagree: 14%
 - Strongly disagree: 32%
 - Don't know: 2%
- 6.6. Respondents that are less likely to agree with the proposal to replace nine existing councils with two are:
- Women: 26% agree compared with 35% of women.
 - Aged under 35: 37% agree compared with 30% of older respondents.
 - People living with a disability that affects their lives a lot: 25% compared with 32% other respondents.
- 6.7. Respondents were asked to explain their answers to help understand the levels of agreement for the proposal to replace the nine existing councils with two across Nottingham and Nottinghamshire with 70% of respondents providing further explanation. Many of these comments reflect the benefits and concerns raised earlier about local government reorganisation in England in general. In summary, those that **agreed tended to state that the proposals would reduce duplication, generate efficiencies and consequently lead to cost-savings**, while a smaller number also said that it would lead to a **simplification of the system and therefore improved accessibility**.
- 6.8. Those that disagreed are **concerned about fairness and equitability, especially in relation to an urban-rural imbalance**. Similarly, they are concerned about a **loss of local representation, knowledge and accountability**, and associated issues around **access to services and responsiveness to local issues**. Some respondents **oppose local government reorganisation in general and in principle**, with concerns that implementation will be disruptive, and **improvements and savings will not be achieved in practice**. There is also some **distrust about the motives** behind the proposals and at a local level **concern that neighbouring areas will inherit the issues experienced by Nottingham City**.

6.9. The following provides more detail on the reasons alongside volume of opinion:

Reasons for agreement:

- **Efficiencies, streamlining and cost-savings** (cited by approximately 15% of respondents): Fewer councils would reduce duplication and bureaucracy with less waste and administrative layers resulting in cost-savings and potentially improved services.
- **Simplification of system and services** (cited by approximately 5%): Related to the above, a single layer/simplified structure and larger/fewer councils could be easier for residents to navigate and access services, as well as partners to engage with (resulting in more joined-up/partnership working, including between the two new councils).

Reasons for neutrality:

- **Balanced views** (cited by approximately 5% of respondents): Whilst there is an appreciation that changes may have a positive impact, there is also scepticism that these will be realised in practice. Similarly, some respondents said that the current system works satisfactorily and that change is not essential, even if it leads to improvements.
- **Lack of knowledge, information or understanding of the proposals or certainty about the outcomes** (cited by approximately 5%): This meant that respondents could not form a firm or clear opinion regarding agreement with the proposals or were uncertain in practice what the changes would entail and the potential benefits, as well as whether any benefits would be achieved in practice.

Reasons for disagreement:

- **Rural inequality and urban-rural divide** (cited by approximately 25% of respondents): Concern that larger councils will not be able to tailor services to suit rural areas and that rural and smaller areas will lose their voice and receive inconsistent or unfair service provision, resource allocation or be deprioritised compared to urban areas, as well as suffer from some of the challenges in urban areas and councils currently serving those areas. This view is heightened in areas surrounding Nottingham City where a relatively large urban area will be at the centre of the new council, and where some respondents in these areas do not want to take on the problems and challenges experienced by Nottingham City. Relatedly, some respondents suggested that Nottingham City could be a separate council in its own right to avoid some of these concerns and provide services specific to an urban area.
- **Loss of local representation, knowledge and accountability** (cited by approximately 20%): Concern that two councils would be more detached from local communities and not responsive to local issues, needs and priorities. This includes less access to councillors and decision-makers, loss of local identity and diminishing the ability of smaller communities to influence decision, with the concern heightened in more rural areas located away from urban centres.
- **Impact on services and outcomes** (cited by approximately 10%): Related to the above there is a concern that larger, potentially more centralised, councils will become more complex and difficult to navigate, as well as less in touch with local issues and priorities. Consequently, this will undermine access to service, negatively impact on quality and responsiveness of services and lead to reduced social outcomes, especially in rural areas away from the urban centres that may dominate the proposed new larger councils.
- **Concerns about implementation** (cited by approximately 5%): Scepticism that proposed benefits may not be realised and concern that disruption and confusion in making changes may outweigh benefits, at least in the short-term. This includes not realising the potential financial benefits and making it harder to navigate councils and access services.

- **Opposed to local government reorganisation in principle and specifically a two-council model (cited by approximately 5%):** Related to many of the above points, some respondents said they do not agree with local government reorganisation in principle. They either said that changes are not needed as the system is not broken, that improvements should be made to the existing councils in situ or that alternative approaches should be considered such as a whole county model and/or a Nottingham City specific model.
- **Distrust about motives** (cited by approximately 2-3%): A smaller proportion of respondents raised concerns that the proposals are about politicians and political parties seeking to strengthen their positions and power, and/or that it is about neighbouring councils and residents bailing out Nottingham City council for its perceived financial and delivery challenges.

Focus group insight:

Participants in the focus groups shared **similar viewpoints to those in the engagement survey and expressed earlier about Government's local government reorganisation across England**. The main points made were that a **two-council solution and associated larger councils would distance decision-makers from local issues and their communities**, including urban and rural areas, which in turn would lead to less responsive services. Consequently, they tended to feel that any potential efficiency, cost-saving and service improvement benefits would be undermined. This said, it is **worth noting that the concerns were mainly about larger councils not necessarily moving to a unitary model**:

"Big isn't necessarily better. I think it's difficult enough already for councils to engage with their residents and really know the issues in each area, each neighbourhood. This is only going to be more difficult now if they're larger and more distanced from the people they're meant to serve, especially if they have lots of areas within their council that are different, from large cities to small towns and villages." *Rural participant*

"I don't necessarily disagree with the idea of moving to a unitary model. The two-tier system is confusing, complex and bureaucratic. But I think two large councils may not be the answer, especially with one of them having Nottingham City at its heart. Big can sometimes mean that things are more cumbersome and more complex, which means it may make things worse. Have they considered any other solutions, like 3 or 4 councils? Or a city council on its own, with then a larger county one around it. That way at least you avoid the city being mixed in with villages and rural areas." *Urban participant*

The core options

Do you have any comments, concerns or suggestions about this option (Option 1b)?

Nottinghamshire and Nottingham City + Broxtowe + Gedling (known as Option 1b). This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Rushcliffe. The second covering Gedling, Broxtowe, and Nottingham City.

There is concern that the proposed boundaries, especially around Nottingham City, are illogical or unfair, excluding some relevant areas close to the city while including outlining rural areas that do not have much in common with Nottingham City

- 6.10. Approximately half of respondents raised **concerns about the way the boundaries are drawn and the associated geography in the proposed new councils**. There is strong concern that the proposed boundaries are illogical or unfair with many respondents highlighting the exclusion of some neighbouring areas such as West Bridgford in Rushcliffe Borough Council and some areas close to the city in Ashfield District Council, which are seen as integral to Nottingham's urban area. At the same time, the **council covering Nottingham City is considered too large in scope, bringing in areas that do not align in terms of identity, characteristics, and access to services with the City**, while under-representing the city compared to its surrounding districts.
- 6.11. Relatedly, approximately 20% of respondents are critical of Nottingham City Council, which they perceive to be struggling financially. Consequently, they are **worried that neighbouring areas will be pulled into the city's problems and essentially 'bailing it out'**. In turn, they are concerned that they will have worse services and higher council tax. Respondents in Broxtowe and also some in Gedling particularly expressed these views. In contrast, some respondents that live in Nottingham were concerned that they may be forced to subsidise more rural areas.
- 6.12. Similarly, approximately 10% of respondents raised **concerns that rural areas in neighbouring councils will lose their voice within a council dominated by Nottingham City** (this is a particular concern of respondents living in Broxtowe). They said this could lead to less suitable services and/or loss of resources and services in rural areas, the new council not meeting the needs and priorities of rural areas, and rural areas subsidising the city.
- 6.13. Approximately 10% of respondents **explicitly supported the option, albeit conditionally**. This was often tied to an acceptance that local government has funding issues and that compromises are necessary if savings are to be made. That said, these respondents tended to say that they only support this option if in practice it leads to efficiencies and cost-reductions, as well as improved services and outcomes.

Focus group insight:

Focus group participants tended to have **negative views about Option 1b**, reflecting those in the engagement survey. Firstly, they were **concerned about Nottingham City dominating the new council** and the neighbouring areas being used to resolve its perceived financial issues, while receiving services that do not suit their local areas. The second reason related to the **exclusion of certain areas that neighbour the city**, such as West Brigford (and also Hucknall in Ashfield District Council area).

“I’m against it. I feel like residents living in Broxtowe are going to have to pay for all the financial mismanagement of Nottingham City Council and subsidise the city and take on its problems. I don’t see any benefits to anyone outside the city. Broxtowe is a very different area to the city, with different identity, heritage, character and issues. Are we now going to be treated the same way as those that live in Nottingham and receive the same types of services?” *Rural participant*

“How did they draw up these boundaries. Why do they have Broxtowe and not say West Bridgford which is in Rushcliffe. There are definitely some places that are more like suburbs of Nottingham that you could argue for inclusion, but not some of the more rural areas in Broxtowe. Some of them are just a few miles away, but they feel a world away from the city.” *Urban participant*

This said, some participants that **live in Gedling Borough Council area were more agnostic about the option, given their proximity and relationship to Nottingham:**

“I’m fairly relaxed about it to be honest. I do feel like I live in a suburb of Nottingham – that’s where I tell people I’m from. I work in Nottingham and we socialise and recreate in Nottingham. I appreciate some of the concerns around finances and management, but changes can be made to improve that. If this is all going ahead, then I can see the benefits of being part of a larger city council than with say the rest of Nottinghamshire that I have a bit less to do with.” *Urban participant*

Participants living in other parts of Nottinghamshire had less to say about this option (or all the options) because they would not be in a council with Nottingham City. However, there were **concerns about being in a large council covering such a large area:**

“On one level it doesn’t really affect me that much, I’d be more worried if I was in one of the areas proposed for inclusion with Nottingham City. But on another level, this option geographically just doesn’t sit well with me. The county-wide council is just so large. I live at the top of it and I’m wondering what I’ve got in common with areas and communities right at the bottom of it in Rushcliffe. It just feels like there should be three or four councils, not just two – it all fills a bit simplistic, which makes you worry about the thinking and evidence behind it all.” *Rural participant*

Do you have any comments, concerns or suggestions about this option (Option 1e)?

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Gedling. The second covering Broxtowe, Nottingham City, and Rushcliffe.

Whilst there is more positivity towards this option, notable concerns remain including around the proposed boundaries and inclusion or exclusion of certain areas

- 6.14. There is **more positivity/support towards this option compared to 1b** with approximately a third of respondents supporting it or at least state that it is the best of two options. This in part is because some respondents say it **makes more sense geographically and/or is a cleaner North-South split** with a better division of populations and resources. Nottingham City respondents are most supportive, although question marks remain about the boundaries not being wholly logical and linked to the urban-suburban connections between the city and areas in its immediate vicinity and the way local residents live and connect with the city. Respondents living in Gedling are also more supportive about option 1e compared to 1b, although some that live closer to the city felt that it is more appropriate that they are part of a city/south council rather than one orientated towards the north.
- 6.15. This said, many respondents re-assert concerns about the option **joining outlying rural and other areas to the city that have little to no relationship with it, while excluding other areas** that are much closer geographically and more connected to the city (cited by approximately 25% of respondents). These concerns were particularly made by respondents living in Broxtowe and Rushcliffe Council areas.
- 6.16. Similarly, **concerns about bailing out Nottingham City Council** and inheriting its issues (cited by approximately 20% of respondents) and **rural-urban differences and associated concerns** (cited by approximately 20%) in relation to the city continued to be noted with this option, especially amongst respondents living in Broxtowe and Rushcliffe Council areas that are worried about being 'over-shadowed' or their voice lost with local identity, decision-making and priorities absorbed into the urban and city areas. Some respondents from Broxtowe and Rushcliffe Council areas said that if such an option were to go ahead those councils should take over the running of the new council.
- 6.17. Approximately 10% of respondents **outright oppose the option**, often citing issues raised earlier about local government reorganisation in general. Some of these respondents also **request more information and question the evidence base**, including around identifying the options and the practical reality of the potential benefits and savings.
- 6.18. Across both options, some respondents **suggested alternatives** including a one county option, a two-council option involving the city and immediate surrounding areas (but not to the current extent of proposed options) and then a wider county council, or a three-council solution – one in the north, one in the south and then one based around the city and its immediate vicinity.

Focus group insight:

Much of the discussion in the focus groups about Option 1e **reiterated points made about Option 1b, and the results of the engagement survey**. Participants said that whilst they felt **Option 1e was more logical, they also questioned the exclusion of some neighbouring areas to the north of the city and the inclusion of areas at the bottom** of Rushcliffe Borough Council in the option involving the city.

“On the face of it this seems like a more logical and fair option, a more natural split between the north and the south of the county.” *Urban participant*

“This options resolves some of the issues we discussed about the other option like including West Bridgford, but you’ve now got an option that excludes some areas in Gedling Borough that are on the doorstep of Nottingham and instead includes some areas that are miles away from the city in really rural areas. I don’t see how this can work as a coherent council.” *Urban participant*

“I live right at the bottom of Rushcliffe Borough in a small village. It’s as rural as you can get. I try to avoid going into Nottingham and if I do, it’s only to the outskirts. I have very little to do with it. So it feels strange that I’d then be in a council with Nottingham at its centre. I can’t see how that would benefit me or my area in any way.” *Rural participant*

Do you have any comments, concerns or suggestions about the development of this option (Nottingham City specific option)?

Nottingham City Council boundary review option that could include parts of Rushcliffe, Broxtowe, and Gedling as one of the unitary councils. The second council would cover the rest of Nottinghamshire – **only asked to respondents that live or work in Nottingham City.**

This is considered a sensible and logical solution by Nottingham City respondents, although concerns remain around fairness, urban-rural imbalance and that this may not resolve perceived deep-seated financial and service issues, while in practice it may be difficult to identify appropriate boundaries

- 6.19. This approach was often described as the **“most sensible and logical” solution** (cited by approximately half of respondents to this question) by Nottingham City respondents. Respondents that supported it said it is fairer with suburban residents who use city services paying city council tax and having voting rights, essentially creating a **better alignment between service use, taxation, and representation**. Some respondents also perceived it as potentially a **less disruptive and preferable alternative to wider structural reorganisation**. There was also support for the **concept of a city-specific solution and relatedly a strong city at the heart of the county**.
- 6.20. However, **concerns remain about fairness of boundaries and urban-rural divides**, potentially dragging rural areas into an urban focussed council and an urban area having to deliver and potentially subsidise services to a rural area (cited by approximately 20%). There is also **scepticism as to whether a larger council with new boundaries will solve financial pressures and service delivery issues** with some believing these are deep-seated and underlying in nature (cited by approximately 15%).
- 6.21. There are also **concerns and debate about the drawing up of new boundaries** – their appropriateness and the areas that would be included/excluded, which is not considered clear-cut or straight-forward (cited by approximately 10%). Relatedly, some respondents said that there is a **risk of disruption or disputes over boundaries, with concern that some of this could be politically motivated** (cited by approximately 5%).
- 6.22. Some respondents said that a boundary review, whilst potentially sensible, could be **more challenging to deliver as it involved breaking-up existing local councils**, which could undermine some of the potential cost-savings and service improvements (cited by approximately 5%). Similarly, a few respondents said that **existing council boundaries reflected local community connections, heritage and identity and breaking-up these council areas could be divisive**, especially if the boundaries are not identified appropriately (cited by approximately 5%). This was **especially cited in the case of West Bridgford, which is considered linked to the city but also an integral part of the Rushcliffe Borough Council area** and therefore risked undermining ties between the town and neighbouring villages and leaving the rest of the council area ‘adrift’ (cited by approximately 15%).

Appendices

Appendix 1: Engagement survey

Note: This is an export from an online version of the survey.

Give your views on the future of Local Government in Nottingham and Nottinghamshire

Introduction

The way local councils in England are organised is being fundamentally changed for the first time in 50 years.

All nine local councils across Nottingham and Nottinghamshire are working together to gather views on how local government should work in the future. This includes the city, county, and all district and borough councils. The survey is open to everyone who lives, works, or has an interest in the area. Your feedback will help shape proposals that reflect the needs and priorities of local communities.

The changes being considered are significant. If approved, all nine existing councils would be abolished and replaced with two new, larger councils. These new councils would each be responsible for delivering all local services in their area, bringing everything from housing and social care to waste collection and road maintenance under one organisation.

This would be a major shift from the current system, where responsibilities are split between different councils. The aim is to make services more joined-up, easier to access, and more responsive to local needs. It could also reduce duplication and overheads, helping to save money and make local government more efficient.

The feedback from this survey will help shape the final proposals, which must be submitted to Government by November 2025. The Government will then decide how and when the new arrangements will be introduced.

This questionnaire will take about 10 minutes to complete. **Please complete it by Sunday 14 September 2025.**

The survey is being conducted with support from Public Perspectives, an independent organisation that works with local councils and communities.

Your personal details are managed securely and within data protection laws. Your responses are anonymous and confidential. This means that we will not report your answers alongside your personal details in such a way that you can be identified. Each of the partner council privacy notices will apply and anonymised data will be shared between councils. Please visit the following to read Public Perspectives' privacy notice:

www.publicperspectives.co.uk/data-security-and-privacy/

Information in a different format:

If you need help or support to respond to this questionnaire, or would like it in an alternative format (large print, British Sign Language etc.) or language, please contact Public Perspectives via e-mail on: Nottinghamshire@publicperspectives.co.uk or Freephone: 0800 533 5386 (please leave a message and we will call you back).

Please read the background information before responding: Read background information

Click 'Next' below to begin responding to the questionnaire.

Living, working and studying in Nottingham and Nottinghamshire

Q1a.Are you responding as . . .?

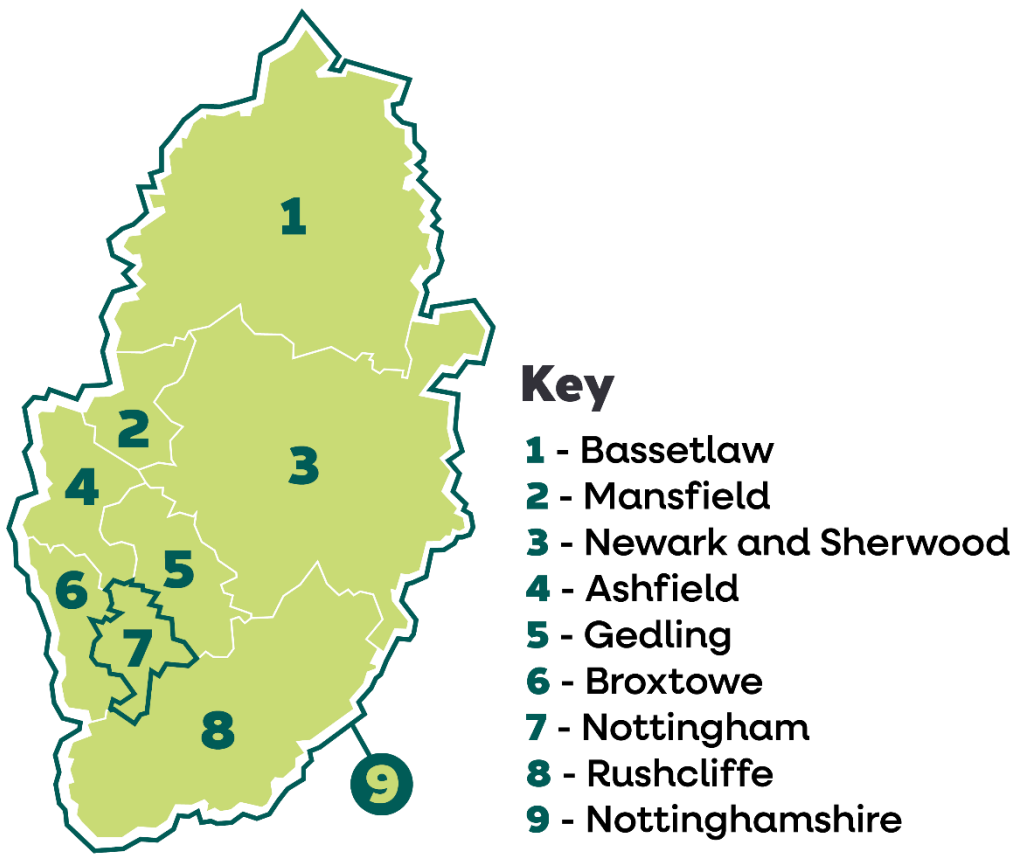
Please select all relevant answers. These questions help us understand who is responding to the survey.

- ☐ A resident living in Nottingham or Nottinghamshire
- ☐ Someone who works in Nottingham or Nottinghamshire
- ☐ A voluntary or community organisation
- ☐ A Town or Parish Council
- ☐ A District / Borough / City / County Council employee
- ☐ Another public sector organisation
- ☐ A local councillor
- ☐ A business owner or business leader operating in Nottingham or Nottinghamshire
- ☐ Other

If 'Other', please state:

Please state the name of the organisation or business you represent:

To help you answer the following questions, this map shows the boundaries of the local councils in Nottingham and Nottinghamshire:



Q1b. Which council area does your organisation mainly operate in?

Please select all relevant answers.

- ☐ Ashfield District Council area
- ☐ Bassetlaw District Council area
- ☐ Broxtowe Borough Council area
- ☐ Gedling Borough Council area
- ☐ Mansfield District Council area
- ☐ Newark and Sherwood District Council area
- ☐ Nottingham City Council area
- ☐ Nottinghamshire County Council area
- ☐ Rushcliffe Borough Council area
- ☐ Across all of Nottingham and Nottinghamshire
- ☐ Outside of Nottingham and Nottinghamshire
- ☐ Don't know

Q2a. Which council area do you live in?

If you are uncertain which council covers your area, visit the following website and enter your postcode: **www.gov.uk/find-local-council**

Please select one answer only.

- ☐ Ashfield District Council area
- ☐ Bassetlaw District Council area
- ☐ Broxtowe Borough Council area
- ☐ Gedling Borough Council area
- ☐ Mansfield District Council area
- ☐ Newark and Sherwood District Council area
- ☐ Nottingham City Council area
- ☐ Rushcliffe Borough Council area
- ☐ Outside of Nottingham and Nottinghamshire
- ☐ Don't know

Q2b. What is your postcode? (This is asked so we can analyse the results by different areas. We will not be able to identify you personally)

Q3. Where is your main place of work or study?

Please select all relevant answers.

- ☐ Ashfield District Council area
- ☐ Bassetlaw District Council area
- ☐ Broxtowe Borough Council area
- ☐ Gedling Borough Council area
- ☐ Mansfield District Council area
- ☐ Newark and Sherwood District Council area
- ☐ Nottingham City Council area
- ☐ Nottinghamshire County Council area
- ☐ Rushcliffe Borough Council area
- ☐ Across all of Nottingham and Nottinghamshire
- ☐ Outside of Nottingham and Nottinghamshire
- ☐ Don't know
- ☐ Not applicable - not currently in work / education

If 'Outside of Nottingham and Nottinghamshire', where is your main place of work or study?

Your local area

Q3a. How do you describe where you're from when talking to someone who doesn't live nearby? Which names or places do you mention?

Please list below:

Q3b. To what extent do you agree or disagree that you are proud to live in your local area?

Please select one answer only.

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree
- ☐ Don't know

Q3c. Thinking generally, what would you say are most important in making somewhere a good place to live?

Please select all relevant answers.

- ☐ Arts and cultural services such as theatres and museums
- ☐ Activities and facilities for children and young people
- ☐ Community events and activities and supporting local community groups
- ☐ Decent and affordable homes
- ☐ Health services such as mental health services and promoting healthy lifestyles
- ☐ Jobs and supporting people into work
- ☐ Keeping the streets and public areas clean and tidy
- ☐ Maintaining roads and pavements
- ☐ Parks, sports and leisure facilities
- ☐ Public transport, roads and parking
- ☐ Refuse collection and recycling
- ☐ Regeneration of town centres / high streets, including shops and markets
- ☐ Schools and places of learning
- ☐ Support and services for older people and vulnerable groups
- ☐ Supporting residents to reduce their impact on the environment
- ☐ Tackling anti-social behaviour and reducing crime
- ☐ Other
- ☐ Don't know

If 'Other', please state:

Q3d. And what are your priorities for improvement in the local area?

Please select all relevant answers.

- ☐ Arts and cultural services such as theatres and museums
- ☐ Activities and facilities for children and young people
- ☐ Community events and activities and supporting local community groups
- ☐ Decent and affordable homes
- ☐ Health services such as mental health services and promoting healthy lifestyles
- ☐ Jobs and supporting people into work
- ☐ Keeping the streets and public areas clean and tidy
- ☐ Maintaining roads and pavements
- ☐ Parks, sports and leisure facilities
- ☐ Public transport, roads and parking
- ☐ Refuse collection and recycling
- ☐ Regeneration of town centres / high streets, including shops and markets
- ☐ Schools and places of learning
- ☐ Support and services for older people and vulnerable groups
- ☐ Supporting residents to reduce their impact on the environment
- ☐ Tackling anti-social behaviour and reducing crime
- ☐ Nothing
- ☐ Other
- ☐ Don't know

If 'Other', please state:

The current way councils are organised in Nottingham and Nottinghamshire

Currently, council services in Nottingham and Nottinghamshire are delivered differently, depending on where you live.

In Nottinghamshire, local services are currently delivered under what is known as a 'two-tier' council structure. For example, your local borough or district council will collect your waste, but the county council will dispose of it. You will also be represented by two sets of councillors, borough or district councillors and county councillors.

Nottinghamshire County Council oversees county-wide services such as social care, education, and road maintenance. While several district and borough councils are responsible for services, including waste collection, housing and leisure centres.

Nottingham City Council operates as a 'unitary authority', meaning it provides all council services within the city of Nottingham.

In total, nine different councils provide services across the county (not including town and parish councils and these councils are not included in the reorganisation).

Q4. Before today, how aware were you of the current structure of councils in Nottingham and Nottinghamshire, and the services each council provides?

Please select one answer only.

- ☐ I was not aware
- ☐ I was aware, but did not know much about it
- ☐ I was aware, and knew a little about it
- ☐ I was aware, and knew a reasonable amount about it
- ☐ I was aware, and knew a lot about it
- ☐ Don't know

Q5. How effective is the current structure of councils and the approach to service delivery in Nottingham and Nottinghamshire?

Please select one answer only.

- ☐ Very effective
- ☐ Somewhat effective
- ☐ Neither effective nor ineffective
- ☐ Somewhat ineffective
- ☐ Very ineffective
- ☐ Don't know

Why have you answered in this way?

Local Government Reorganisation

For the first time in 50 years the way local councils are set up in parts of England is being reviewed and modernised. In areas like Nottinghamshire, where there are currently two layers of local government (such as county and district councils), the Government is encouraging a move to a simpler system.

This change, called Local Government Reorganisation (LGR), would replace the current two-tier structure with a single council, known as a unitary authority. Instead of having separate councils responsible for different services, one council would take care of everything from roads and rubbish collection to housing and social care.

The goal is to bring services that are currently split across different councils into one place, with the aim of making them easier to access and more joined-up for residents. It also means fewer councils overall, which could lead to savings by cutting duplication and reducing overheads.

Local councils across Nottingham and Nottinghamshire have been asked to work together on proposals for how this new system could work best in their area. These proposals, which will include evidence and public feedback, need to be submitted by November 2025. The Government will then decide on the final arrangements.

Q6. Before today, how aware were you about the Government's plans to reorganise local councils across England?

- Please select one answer only.
- ☐ I was not aware
 - ☐ I was aware, but did not know much about it
 - ☐ I was aware, and knew a little about it
 - ☐ I was aware, and knew a reasonable amount about it
 - ☐ I was aware, and knew a lot about it
 - ☐ Don't know

Q7. What do you think are the main potential benefits, if any, of the Government's proposed reorganisation of local councils?

Please make comments below:

Q8. What concerns, if any, do you have about the Government's proposed reorganisation of local councils?

Please make comments below:

Future councils

Q9. What should be most important when designing a new council?

Please select all relevant answers.

- ☐ Ensuring services work together
- ☐ Making the council the right size to be sustainable
- ☐ Providing good value, reliable services
- ☐ Saving money and using council tax wisely
- ☐ Working better with other local councils and the East Midlands Mayor
- ☐ Making it easier for people to have their say and get involved
- ☐ Working with local neighbourhoods and communities
- ☐ Meeting local needs and being fair to all parts of the area
- ☐ Promoting local identity and culture
- ☐ Other
- ☐ Don't know

If 'Other', please state:

Q10. What are the best ways for the new councils to involve people in local decisions?

Please select all relevant answers.

- ☐ Working directly with neighbourhoods
- ☐ Public meetings or drop-ins
- ☐ Online surveys or polls
- ☐ Local councillors visiting communities
- ☐ Community groups or forums
- ☐ Social media updates and feedback
- ☐ Council website updates
- ☐ Digital newsletters
- ☐ Information sent via post
- ☐ Engaging with parish and town councils
- ☐ Other
- ☐ Don't know

If 'Other', please state:

Local Government Reorganisation across Nottingham and Nottinghamshire

All councils across Nottingham and Nottinghamshire have been working together on a proposal to restructure how local government services are delivered in the area. An initial proposal was submitted to the Government in March 2025.

Since then, further work has been carried out to explore options in greater detail and gather supporting evidence. In line with government guidance to use existing district areas as the basis for reorganisation, two core options are being proposed. No final decision has been made by all councils on a single option, and some councils could still explore additional proposals alongside the two core options currently being proposed.

Under these proposals, the nine existing councils in Nottingham and Nottinghamshire would be replaced by two new unitary councils. Each new council would be responsible for delivering all local government services in its area.

You can see a map showing the geography of the two proposals later in this questionnaire.

Q11. To what extent do you agree or disagree with the proposal to replace the nine existing councils with two councils to run local government across the Nottingham and Nottinghamshire area?

Please select one answer only.

- ☐ Strongly agree
- ☐ Tend to agree
- ☐ Neither agree nor disagree
- ☐ Tend to disagree
- ☐ Strongly disagree
- ☐ Don't know

Why have you answered in this way?

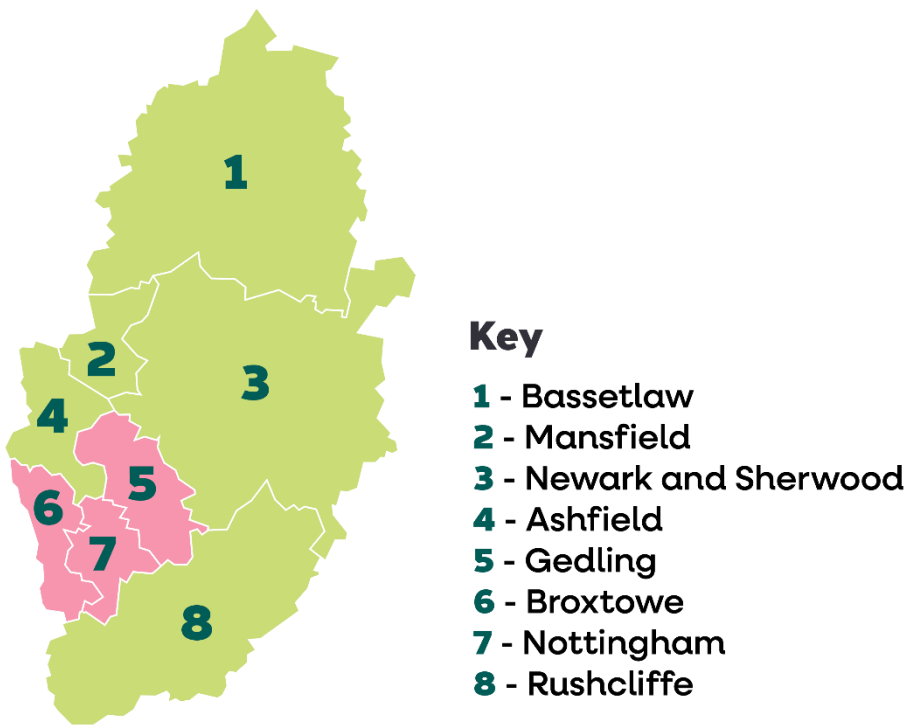
The core options

Nottinghamshire and Nottingham City + Broxtowe + Gedling (known as Option 1b)

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Rushcliffe. The second covering Gedling, Broxtowe, and Nottingham City.

1b

Nottinghamshire and Nottingham City + Broxtowe + Gedling



Q12. Do you have any comments, concerns or suggestions about this option?

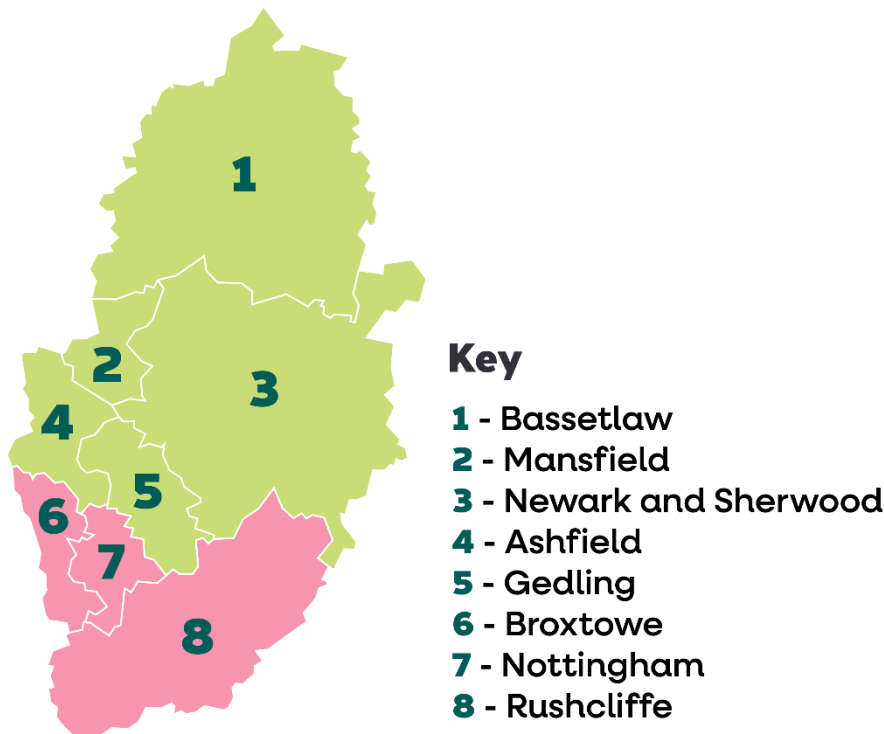
Please make comments below:

Nottinghamshire and Nottingham City + Broxtowe + Rushcliffe (known as Option 1e)

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, Gedling, and Broxtowe. The second covering Broxtowe, Nottingham City, and Rushcliffe.

1e

Nottinghamshire and Nottingham City + Broxtowe + Rushcliffe



Q13. Do you have any comments, concerns or suggestions about this option?

Please make comments below:

Nottingham City Council boundary review option

This option is being presented to anyone living or working in the Nottingham City Council area.

The Government has suggested that there may be an opportunity for a boundary review, where strong justification exists. A boundary review looks at the current local council boundaries, the communities within them and the services they access to see if they work well or whether new boundaries may work better. A boundary review could allow councils to look at options outside of their existing boundaries.

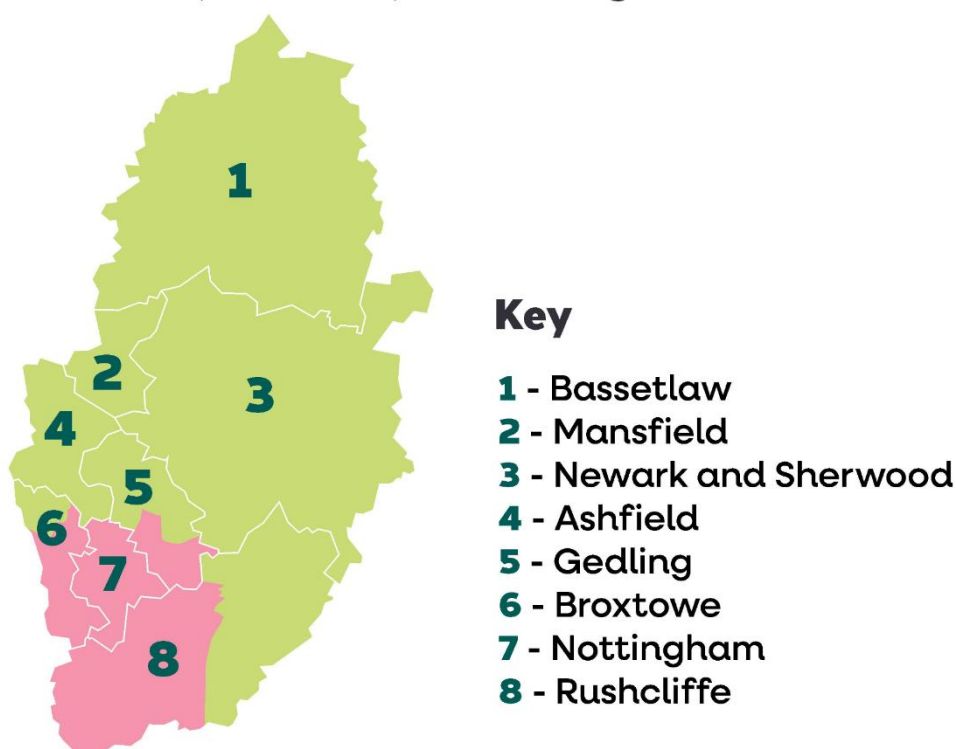
Nottingham City Council is currently exploring a boundary review option that may include parts of Rushcliffe, Broxtowe, and Gedling as one of the unitary councils. The second council would cover the rest of Nottinghamshire.

The rationale is that while the official population of Nottingham is 328,000, the built-up area of the city is much greater, and there are people who live in the suburbs, work in the city, and use Nottingham City services, but who can't vote in city elections and don't contribute to city council tax because of the current council boundaries.

A map is included below to indicate what this could look like, however Nottingham City Council would like to understand people's views in order to develop the option further.

Example of city's boundary review option

Nottinghamshire and Nottingham + parts of Rushcliffe, Broxtowe, and Gedling



Q13a. Do you have any comments, concerns or suggestions about the development of this option?

Please make comments below:

Other comments

Q14. Do you have any other comments, concerns or suggestions about the proposals for the reorganisation of local government across Nottingham and Nottinghamshire?

Please make comments below:

Q15. How did you hear about this survey?

Please select all relevant answers.

- ☐ Council website
- ☐ Council e-mail or newsletter
- ☐ Other council communication or event
- ☐ Council social media
- ☐ Other social media
- ☐ Via a local councillor
- ☐ Via a local organisation
- ☐ Poster or flyer
- ☐ Direct e-mail or letter
- ☐ An advert in a local newspaper
- ☐ A relative or a friend
- ☐ Other
- ☐ Don't know

If 'Other', please state:

About you

We would like to ask you some questions about yourself and your household. This will help councils understand the opinions and impact of the proposals on different groups of people that live or work in Nottingham and Nottinghamshire. Please be assured that your answers are confidential and will be treated anonymously. This means that we will not report your answers alongside your personal details in such a way that you can be identified. All your answers and personal information will be managed securely and in accordance with data protection laws.

This information is **optional**. If you do not wish to complete this section, you can skip these questions and then submit your responses.

Q16. Are you . . . ?

Please select one answer only.

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

Q17. What is your age group?

Please select one answer only.

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65 and over
- ☐ Prefer not to say

Q18. Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

Please select one answer only.

- ☐ Yes, which reduce my ability to carry out my day-to-day activities a lot
- ☐ Yes, which reduce my ability to carry out my day-to-day activities a little
- ☐ Yes, but they don't reduce my ability to carry out my day-to-day activities at all
- ☐ No
- ☐ Prefer not to say

Q19. Which of the following best describes your ethnic group or background?

Please select one answer only.

- ☐ White British or Irish
- ☐ Central or Eastern European
- ☐ Other White background
- ☐ Asian or Asian British
- ☐ Black, Black British, Caribbean or African
- ☐ Mixed background
- ☐ Other ethnic group
- ☐ Prefer not to say

Q20. Which of the following best describes your current housing situation?

Please select one answer only.

- ☐ Owner-occupier
- ☐ Privately renting
- ☐ Renting from the council or housing association
- ☐ Other
- ☐ Prefer not to say

Next steps

You're nearly finished – thank you for taking part so far.

Before you submit your response, please take a moment to read the information below about what happens next.

Following the close of the survey on Sunday 14 September 2025, we will be collating and analysing all of the responses received from across Nottingham and Nottinghamshire to understand the views of everyone who has taken part.

The views of people shared in this survey will feed into the development of final proposals, which must be submitted to government by 28 November 2025. Your local council will keep you updated as things progress.

Click 'Submit' below to send us your responses.

Once submitted, you will be redirected to the Nottingham and Nottinghamshire Local Government Reorganisation website.

Appendix 2: Stakeholder in-depth interview discussion guide

Key aims and approach

Four on-line focus groups are being conducted with residents to provide further insight, complementing the findings from the questionnaire. The aims of these are:

- Opportunity for an informed and in-depth discussion with residents about living in the county and future local government proposals. These discussions will explicitly explore:
 - Sense of place and identity
 - Understanding of local government reorganisation and high-level perceptions about change, including potential benefits, concerns and mitigations
 - Future local council priorities and design
 - Views on changing from nine councils to two, including opportunities, concerns and mitigations
 - Views on each of the specific core options, including opportunities, concerns and mitigations

In essence, the focus groups will explore in-depth the ground covered in the questionnaire, and consequently the discussion guide is built around this.

9 participants will be recruited for each group (with 6-8 participating in practice per group because there will always be one to two drop-outs, despite best efforts to maximise participation – 6 or 7 participants tends to be the optimum number for an on-line discussion allowing sufficient opportunity for each participant to share their views).

As discussed, two groups will be with residents living in urban areas and two living in rural areas (these will be both self-defined and also validated against their postcode). This approach both allows us to explore the differences and similarities in perception between residents living in these different types of locations as well as reach a broad diversity of residents across Nottingham and Nottinghamshire. Each group will include a mix of key demographics such as location, sex, age and ethnicity so that the groups broadly reflect the profile of residents living in urban and rural areas.

The groups will take place on-line, via Zoom, on Thursday 4th September and Monday 8th September (these are provisional dates currently, and all groups will be completed by the close of the engagement exercise):

- 5.50pm to 7.30pm
- 7.50pm to 9.30pm

Participants will be offered a £50 thank you gift (incentive) for taking part and to maximise participation.

In advance of the discussions, the link to the engagement website will be shared and participants will be asked to review, although we will not rely on this and will be feeding participants with information throughout the discussions.

Discussion Guide

Please note: This is a discussion guide and will be used flexibly depending on the flow of discussion. This means that not every question will necessarily be asked in the way or order outlined below. However, we will make sure that all the key issues are explored fully.

On log-in:

- Participants will be held in a virtual waiting room and invited into the main forum at the start of the discussion.
- On joining the main room, participants will be asked to check that their audio and visual works and name labels changed to first names only (for ease and anonymity).

Introduction (c2-3 mins)

Key points to note:

- Background – why we're here and some of the things we plan to discuss [i.e. living in Nottingham and Nottinghamshire and proposed changes to local councils in the area].
- Introduce facilitator.
- Introduce observers (if present).
- Ask to record the interview.
- Stress anonymity and confidentiality.
- Set ground rules – no right or wrong answers, honest and open, range of views encouraged.
- Respect different opinions.
- Encourage disagreement, agreement and debate – do it politely.
- One voice at a time.
- Allow others the space and time to share their views.
- Introduce key features of Zoom such as chat function and emoticons, and encourage use.
- Stress important that patient and flexible given challenges of technology and conducting on-line discussions.
- Stress that important people participate and input as much as they might in a face-to-face group – we can be relaxed and informal, but we want to make sure we cover the ground and use the time as effectively as possible.
- What happens to the information? [i.e. feed into decision-making process, along with a range of other information and evidence].
- Any questions?

Key lines of questioning

Warm-up, context and headline perceptions (c10 mins)

- Just so we can get to know each other a little bit, can I ask each of you to say briefly:
 - Your name?
 - Roughly, where you live?
 - What do you think about the area you live in? Why – what's good and what could be improved?

Your local area – sense of place and local identity (c15 mins)

- How do you describe where you're from when talking to someone who doesn't live nearby? Which names or places do you mention? Why do you use those names or places?

Prompt/probe:

- Do you see yourself as living in an urban, suburban, semi-rural or rural area – why?
- Do you consider yourself as living in Nottinghamshire? Why?
- What do you consider your nearest town? Why?
- What is your association or link with Nottingham? Why?
- Do you feel like you are part of your local authority area? Why?

Local government reorganisation (c20 mins)

[Note: Facilitator to share screen and read out information about the way councils are currently organised as per the questionnaire]

- What do you think about the current structure of councils and the approach to service delivery in Nottingham and Nottinghamshire? Why?

Prompt/probe:

- Before today, how aware were you of the current structure?
- What's good about it/what works well? Why?
- What's not good about it/could be improved? Why?
- How well do the current arrangements suit an area such as yours (i.e. urban/rural)? Why?

[Note: Facilitator to share screen and read out information about local government reorganisation as per the questionnaire]

- What do you think about the Government's plans to reorganise local councils across England? Why?

Prompt/probe:

- Before today, how aware were you of these plans?
- What do you think are the potential benefits of this, if any? Why?
- What concerns, if any, do you have about the plans to reorganise local councils? Why?

Future local council design and priorities (c20 mins)

- What should be most important when designing a new council (e.g. what should be the key principles that it adopts or it is built around or tries to achieve)? Why?

Prompt/probe:

- Ensuring services work together
 - Making the council the right size to be sustainable
 - Providing good value, reliable services
 - Saving money and using council tax wisely
 - Working better with other local councils and the East Midlands Mayor
 - Making it easier for people to have their say and get involved
 - Working with local neighbourhoods and communities
 - Meeting local needs and being fair to all parts of the area
 - Promoting local identity and culture
 - Other
- What are the best ways for the new councils to involve people in local decisions? Why?
 - How well is this done now? Why?
 - And does this matter to you? Why?

Prompt/probe:

- Working directly with neighbourhoods
 - Public meetings or drop-ins
 - Online surveys or polls
 - Local councillors visiting communities
 - Community groups or forums
 - Social media updates and feedback
 - Council website updates
 - Digital newsletters
 - Information sent via post
 - Engaging with parish and town councils
 - Other
- What do you think should be the priorities for any new council to improve your local area? Why?

Prompt/probe:

- What's important to you? Why?
- What's currently working well, and that you would like to continue working well? Why?
- What's not working well and is important to change/improve? Why?

Local Government Reorganisation across Nottingham and Nottinghamshire, including core options (c20-25 mins)

[Note: Facilitator to share screen and read out information about the proposal to move from 9 to 2 councils as per the questionnaire]

- What do you think about the proposal to replace the nine existing councils with two councils to run local government across the Nottingham and Nottinghamshire area?

Prompt/probe:

- What do you think are the potential benefits of this, if any? Why?
- What concerns, if any, do you have about this proposal? Why?
- How may it impact you and your family? Why?
- How may it impact your area? Why?
- Is there anything you would like considered to help promote any potential benefits and/or mitigate/reduce any potential negative impacts?

[Note: Facilitator to share screen and read out information about the core option 1b as per the questionnaire]

- What do you think about this option? Why?

Prompt/probe:

- What do you think are the potential benefits of this, if any? Why?
- What concerns, if any, do you have about this option? Why?
- How may it impact you and your family? Why?
- How may it impact your area? Why?
- Is there anything you would like considered to help promote any potential benefits and/or mitigate/reduce any potential negative impacts?

[Note: Facilitator to share screen and read out information about the core option 1e as per the questionnaire]

- What do you think about this option? Why?

Prompt/probe:

- What do you think are the potential benefits of this, if any? Why?
- What concerns, if any, do you have about this option? Why?
- How may it impact you and your family? Why?
- How may it impact your area? Why?
- Is there anything you would like considered to help promote any potential benefits and/or mitigate/reduce any potential negative impacts?

Summing up (c5 mins)

- Overall, what do you think about the proposals and options?
- Are there any alternatives you would like considered?
- Is there anything else you would like to say this subject?
- Facilitator to sum up the key messages identified from the discussion to sense check that understood correctly.

- Facilitator to outline next steps – what will happen to the information.
- Sign-post to on-line consultation, if not already participated.
- Any final points or questions?
- Outline how thank you gifts will be provided.
- Thank and close.



The future of local government in Nottingham and Nottinghamshire

Household survey report: Broxtowe Borough Council (DRAFT)

October 2025



**Research, consultation and evaluation
for the public and charitable sectors.**

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The future of local government in Nottingham and Nottinghamshire – Broxtowe household survey report

Executive Summary

Introduction and background

1. Nottinghamshire is a two-tier area served by seven district and borough councils and a county council. The city of Nottingham is contained within the boundary of Nottinghamshire, with all council services in the area provided by Nottingham City Council, which is a unitary council. In total, nine different councils provide services across the county, including Broxtowe Borough Council.
2. In February 2025, as part of the Government's local government reorganisation plans, it contacted local councils in areas such as Nottinghamshire to work together to draw up initial proposals to reduce the number of councils by replacing two-tier councils with larger unitary councils.
3. Following considering key criteria and a range of potential options, Nottinghamshire's councils submitted an interim proposal to Government in March 2025, which included proposals to create two new unitary councils that would be responsible for all council services in their areas and replace the existing nine councils.
4. An important part of the local government reorganisation process is engaging with residents and stakeholders. Consequently, the councils undertook an engagement exercise about the proposals, including different options for the configuration of the future councils. This engagement exercise is subject to a separate report.
5. In addition, Broxtowe Borough Council commissioned independent organisation, Public Perspectives, to conduct a separate postal survey of all households in the council area.
This report analyses and presents the results of the survey of households in Broxtowe Borough Council.

Approach

6. The county-wide engagement exercise was conducted over a six-week period ending on Sunday 14 September 2025. Broxtowe Borough Council's specific household survey was administered during this period.
7. The same questionnaire developed as part of the county-wide engagement process was sent to all 52,292 households in the Broxtowe Borough Council area along with a freepost envelope to facilitate return of the paper questionnaire.¹ In addition, the council developed a postcard with additional Broxtowe-specific questions relating to each of the proposed options for future councils in the county. Households were given the opportunity to respond to this online or return via post along with the paper questionnaire.

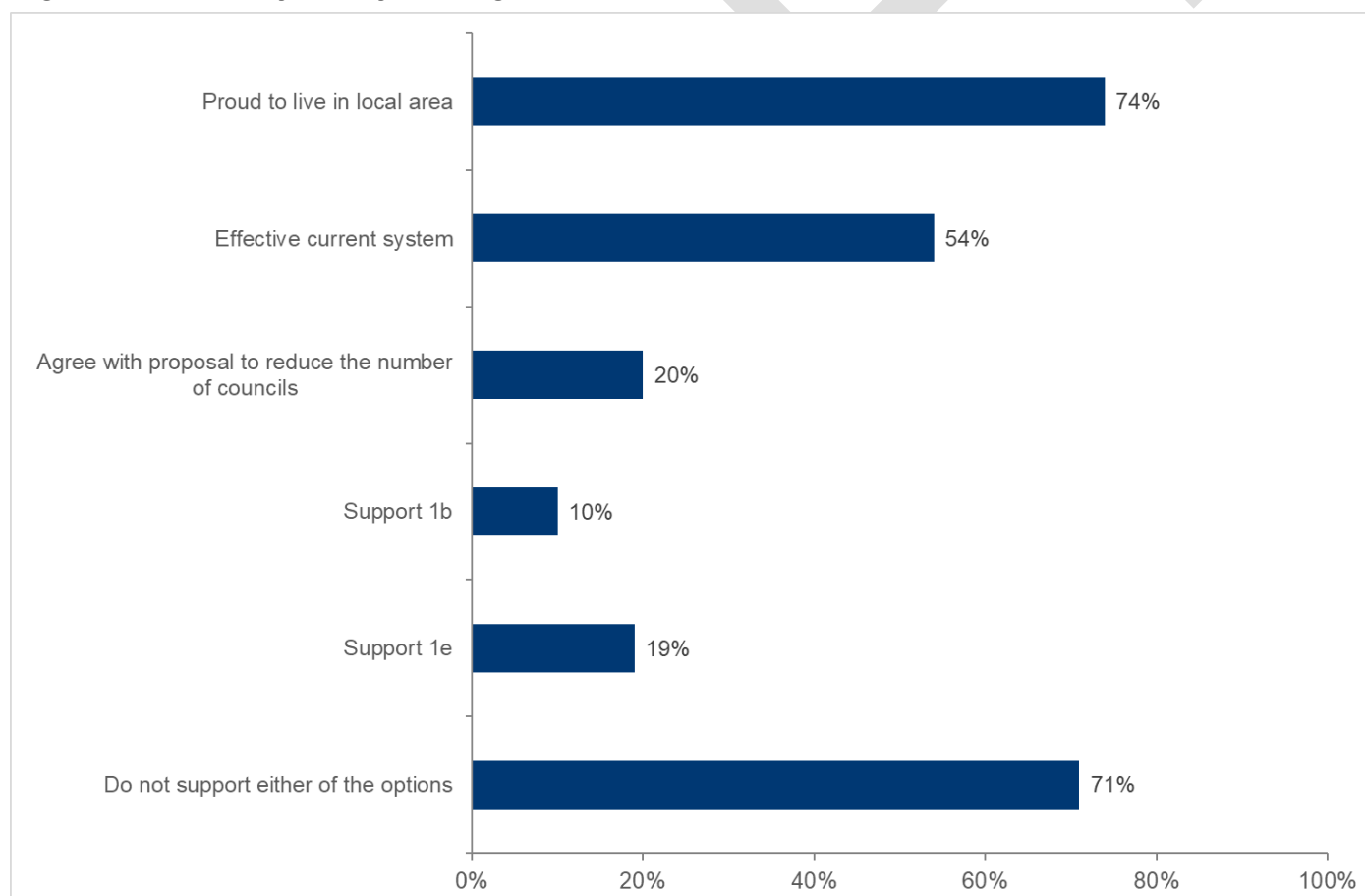
¹ The paper questionnaire and postcard included UIDs to manage the process and link responses to postcodes and wards at the analysis stage.

8. In total there were 12,507 responses,² representing a 22% response rate to the household survey:
- 11,287 paper responses.³
 - 1,220 on-line responses to the three additional Broxtowe-specific questions relating to each of the options.

Key findings

9. Most respondents are proud of their local area (74%) and over half said the current structure of councils and approach to service delivery in Nottingham and Nottinghamshire is effective (54%).
10. Only 20% agree with the proposal to replace the nine existing councils with two councils to run local government across the Nottingham and Nottinghamshire area (and 64% disagree).
11. Over seven-in-ten respondents (71%) do not support either of the proposed options for configuring future councils in the county.

Figure 1: Summary of key findings



² This is in addition to the 2,480 Broxtowe respondents to the separate county-wide engagement process. These are not included in this report (partly to avoid the risk of double counting), which covers responses to the household survey only.

³ Of these, 9,817 responded to the full questionnaire and 12,025 to the postcard/additional Broxtowe specific questions. Those that did not respond to the full questionnaire either decided to return the postcard only or had previously completed the full questionnaire online via the county-wide engagement process. Similarly, those that decided not to return the postcard may have done this online via the council's website.

12. **Concerns about merging with Nottingham City and its council dominate the responses.** Many respondents strongly opposed such a merger, citing perceived financial and service delivery problems, poor management, and fears that an urban Nottingham City would dominate any new authority. They felt this could undermine local voice, representation, identity, and services.
13. **There was also criticism of the proposed boundaries,** particularly the inclusion of rural or outlying areas with the city and the exclusion of areas with stronger connections to it. In addition, some respondents **expressed broader opposition to local government reorganisation itself,** highlighting worries about disruption, costs, limited efficiencies, and a preference for a district-based system that is closer and more responsive to its local areas and communities.
14. Respondents who were more **supportive of local government reorganisation and the proposed options generally referred to potential benefits** such as increased efficiency, cost savings, and improved access to services and outcomes. However, this **support was often qualified,** with some noting that their backing depended on these benefits being achieved in practice.
15. Some respondents expressed the view that the **decision had already been made, and were dissatisfied that all the options presented involved joining Nottingham City.** They felt there should have been options for Broxtowe to remain as it is and/or to form part of a wider county-based arrangement.

The future of local government in Nottingham and Nottinghamshire – Broxtowe household survey report

Main report

Section 1: Introduction

Introduction and background

- 1.1. Nottinghamshire is a two-tier area served by seven district and borough councils and a county council. The city of Nottingham is contained within the boundary of Nottinghamshire, with all council services in the area provided by Nottingham City Council, which is a unitary council. In total, nine different councils provide services across the county, including Broxtowe Borough Council.
- 1.2. In February 2025, as part of the Government's local government reorganisation plans, it contacted local councils in areas such as Nottinghamshire to work together to draw up initial proposals to reduce the number of councils by replacing two-tier councils with larger unitary councils.
- 1.3. Following considering key criteria and a range of potential options, Nottinghamshire's councils submitted an interim proposal to Government in March 2025, which included proposals to create two new unitary councils that would be responsible for all council services in their areas and replace the existing nine councils.
- 1.4. An important part of the local government reorganisation process is engaging with residents and stakeholders. Consequently, the councils undertook an engagement exercise about the proposals, including different options for the configuration of the future councils. This engagement exercise is subject to a separate report.⁴
- 1.5. In addition, Broxtowe Borough Council commissioned independent organisation, Public Perspectives, to conduct a separate postal survey of all households in the council area. **This report analyses and presents the results of the survey of households in Broxtowe Borough Council.**

⁴ There were 2,480 Broxtowe respondents to this engagement process. These are not included in this report of the separate postal survey of Broxtowe households.

Approach

- 1.6. The county-wide engagement exercise was conducted over a six-week period ending on Sunday 14 September 2025. Broxtowe Borough Council's specific household survey was administered during this period.
- 1.7. The same questionnaire developed as part of the county-wide engagement process was sent to all 52,292 households in the Broxtowe Borough Council area along with a freepost envelope to facilitate return of the paper questionnaire.⁵ In addition, the council developed a postcard with additional Broxtowe-specific questions relating to each of the proposed options for future councils in the county. Households were given the opportunity to respond to this online or return via post along with the paper questionnaire.
- 1.8. In total there were 12,507 responses,⁶ representing a 22% response rate to the household survey:
 - 11,287 paper responses.⁷
 - 1,220 on-line responses to the three additional Broxtowe-specific questions relating to each of the options.
- 1.9. There is a spread of responses across different demographic groups, albeit a skew towards older groups, which is common in self-selecting/open-access questionnaires such as this.⁸

⁵ The paper questionnaire and postcard included UIDs to manage the process and link responses to postcodes and wards at the analysis stage.

⁶ This is in addition to the 2,480 Broxtowe respondents to the separate county-wide engagement process. These are not included in this report (partly to avoid the risk of double counting), which covers responses to the household survey only.

⁷ Of these, 9,817 responded to the full questionnaire and 12,025 to the postcard/additional Broxtowe specific questions. Those that did not respond to the full questionnaire either decided to return the postcard only or had previously completed the full questionnaire online via the county-wide engagement process. Similarly, those that decided not to return the postcard may have done this online via the council's website.

⁸ The results have been kept 'as they are' and not re-weighted at the analysis stage to bring them into line with the latest population estimates.

Figure 1.1: Demographic profile of respondents

Sex	
Female	48%
Male	47%
Another term	0%
Prefer not to say	5%
Age	
Under 18	0%
18-24	1%
25-34	5%
35-44	9%
45-54	11%
55-64	19%
65 and over	50%
Prefer not to say	6%
Disability	
Yes, which reduce my ability to carry out my day-to-day activities a lot	8%
Yes, which reduce my ability to carry out my day-to-day activities a little	11%
Yes, but they don't reduce my ability to carry out my day-to-day activities at all	11%
No	61%
Prefer not to say	9%
Ethnicity	
White British-Irish	87%
Non-White British-Irish	7%
Prefer not to say	6%
Housing situation	
Owner-occupier	83%
Privately renting	5%
Renting from the council or housing association	6%
Other	1%
Prefer not to say	5%

Note: Not all figures add up to 100% due to rounding.

Reporting

1.10. The report is organised in-keeping with the structure of the questionnaire, as follows:

- Section 2: Your local area
- Section 3: The current way councils are organised in Nottingham and Nottinghamshire
- Section 4: Local Government Reorganisation in England
- Section 5: Future councils
- Section 6: Local Government Reorganisation across Nottingham and Nottinghamshire (including the additional Broxtowe specific questions)

Section 2: Your local area

Introduction

2.1. This section presents findings about respondents' views on their local area, including movement across the county, sense of place and council services/priorities.

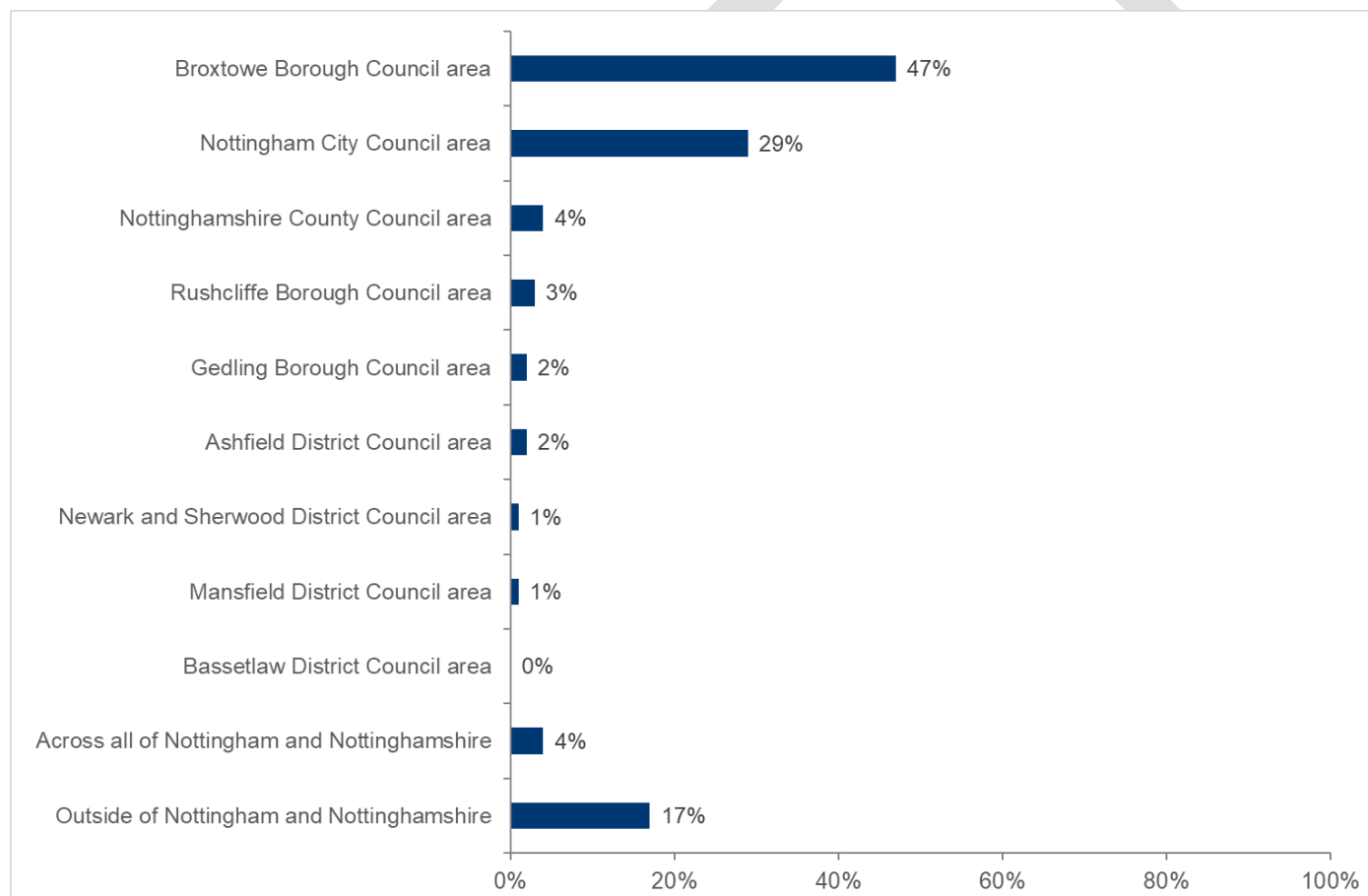
Where is your main place of work or study?

Broxtowe respondents tend to work or study locally, in Nottingham City or outside of the county

2.2. Almost half of Broxtowe respondents work or study in the area (47%).

2.3. 29% work or study in Nottingham City, and 17% work or study outside of the county.

Figure 2.1: Movement across Nottinghamshire



Number of respondents: 4,301 (excludes respondents that do not study or work currently – 52%). Note: Respondents could select more than one answer.

How do you describe where you're from when talking to someone who doesn't live nearby? Which names or places do you mention?

Respondents explain where they are from through a mix of local identity and regional anchor points or landmarks

- 2.4. 8,926 respondents described where they're from to someone who doesn't live nearby. The majority of these respondents (approximately three-quarters)⁹ referenced named local towns or villages within Broxtowe such as Beeston, Eastwood, Kimberley, Stapleford, as well as rural areas, suburban areas and villages such as Bramcote, Chilwell, Nuthall and Toton.
- 2.5. About two-fifths locate themselves in relation to Nottingham City, for example 'Near Nottingham' or 'West of Nottingham'.
- 2.6. About a fifth refer to Nottinghamshire itself or 'Broxtowe, Nottingham'.
- 2.7. About a fifth identify their area through well-known landmarks like Ikea, Wollaton Park, or Attenborough Nature Reserve, while a similar proportion use proximity-based descriptions such as "near Ilkeston" or "between Derby and Nottingham."
- 2.8. A smaller proportion (approximately 5%) express local pride or community sentiment, describing Broxtowe as a pleasant or friendly place to live.
- 2.9. In several cases, respondents provide multiple answers and reference points, highlighting a multi-layered sense of place.

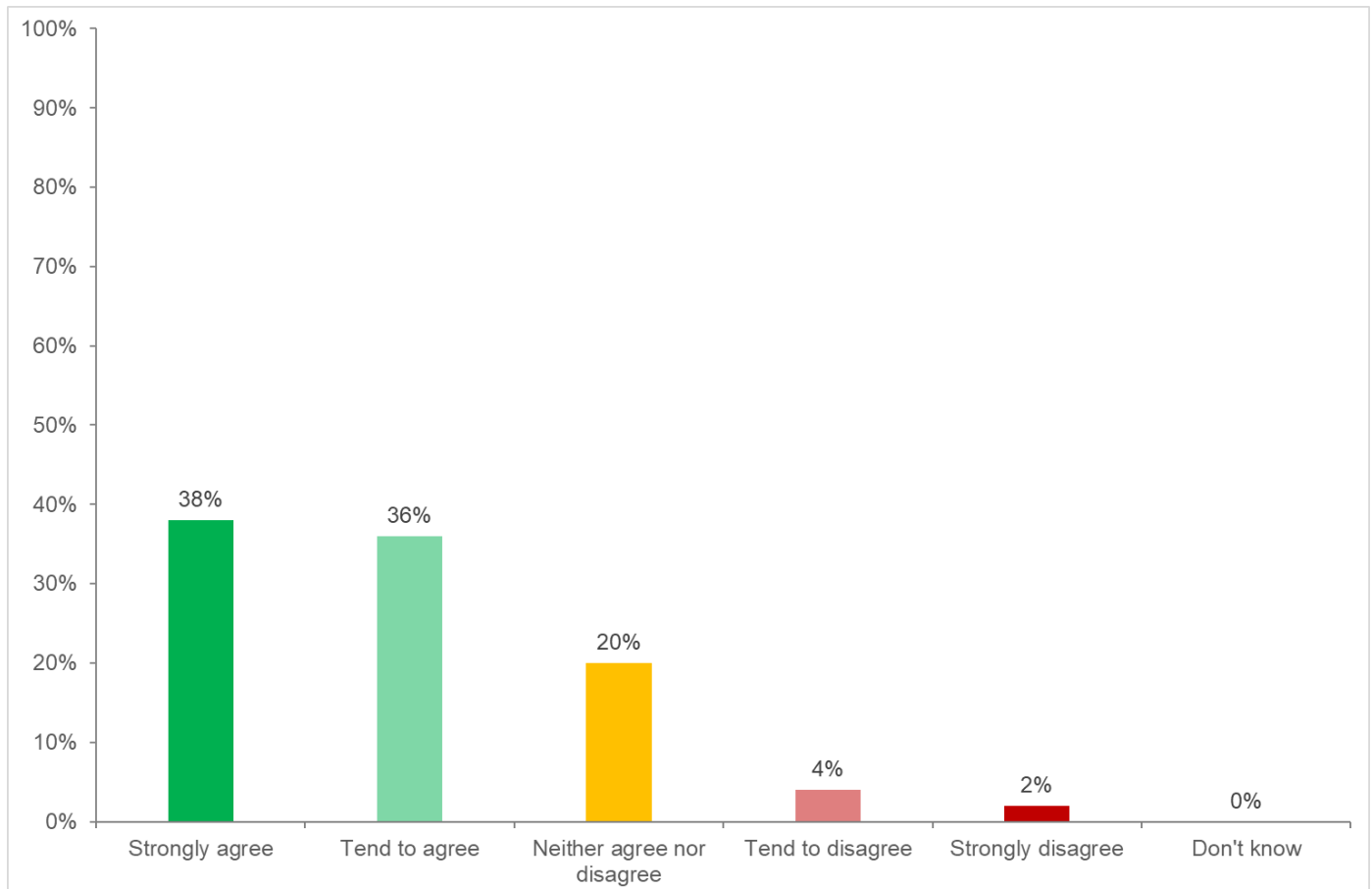
⁹ The themes and findings of text-based questions are presented including approximated percentages/numbers of respondents (rounded up or down) as part of a thematic analysis. This is to help provide an indication of relative importance of the themes/findings. These should be treated as such (i.e. approximations) rather than conclusive percentages, given the qualitative nature of the data.

To what extent do you agree or disagree that you are proud to live in your local area?

Three-quarters of respondents overall said they are proud to live in their local area

2.10. Overall, 74% of Broxtowe respondents are proud to live in their local area and only 6% disagree with this question.

Figure 2.2: Proud to live in local area



Number of respondents: 9,454.

Thinking generally, what would you say are most important in making somewhere a good place to live? And what are your priorities for improvement in the local area?

Core and universal services/issues such as roads and pavements, crime and anti-social behaviour, clean streets, and travel and transport are key priorities

- 2.11. 79% of respondents said that maintaining roads and pavements are the priority for improvement (and also joint top cited as making somewhere a good place to live – cited by 87%).
- 2.12. 70% of respondents said crime and anti-social behaviour are priorities for improvement (third top cited as making somewhere a good place to live – noted by 86%).
- 2.13. 63% of respondents said clean streets are a priority, which is joint top cited as making somewhere a good place to live by 87% of respondents.
- 2.14. 59% noted public transport, roads and parking as priorities for improvement (also fourth cited as making somewhere a good place to live – mentioned by 83% of respondents).
- 2.15. Other core and universal services/issues such as refuse collection and recycling (cited by 48% as a priority for improvement), health services (45%), and parks, sports and leisure facilities (43%) also stand out, along with regeneration of town centres/high streets (45%) and support and services for older people and vulnerable groups (43%).

Figure 2.3: Important aspects in making somewhere a good place to live and priorities for improvement

	Making somewhere a good place to live (9,362)	Priority for improvement (9,267)
Maintaining roads and pavements	87%	79%
Keeping the streets and public areas clean and tidy	87%	63%
Tackling anti-social behaviour and reducing crime	86%	70%
Public transport, roads and parking	83%	59%
Refuse collection and recycling	81%	48%
Parks, sports and leisure facilities	73%	43%
Health services such as mental health services and promoting healthy lifestyles	64%	45%
Support and services for older people and vulnerable groups	64%	43%
Decent and affordable homes	63%	37%
Schools and places of learning	61%	31%
Regeneration of town centres / high streets, including shops and markets	60%	45%
Activities and facilities for children and young people	57%	31%
Jobs and supporting people into work	52%	32%
Community events and activities and supporting local community groups	50%	24%
Arts and cultural services such as theatres and museums	34%	13%
Supporting residents to reduce their impact on the environment	34%	19%

Numbers in brackets are the number of respondents to each question. Note: Respondents could select more than one answer.

Section 3: The current way councils are organised in Nottingham and Nottinghamshire

Introduction

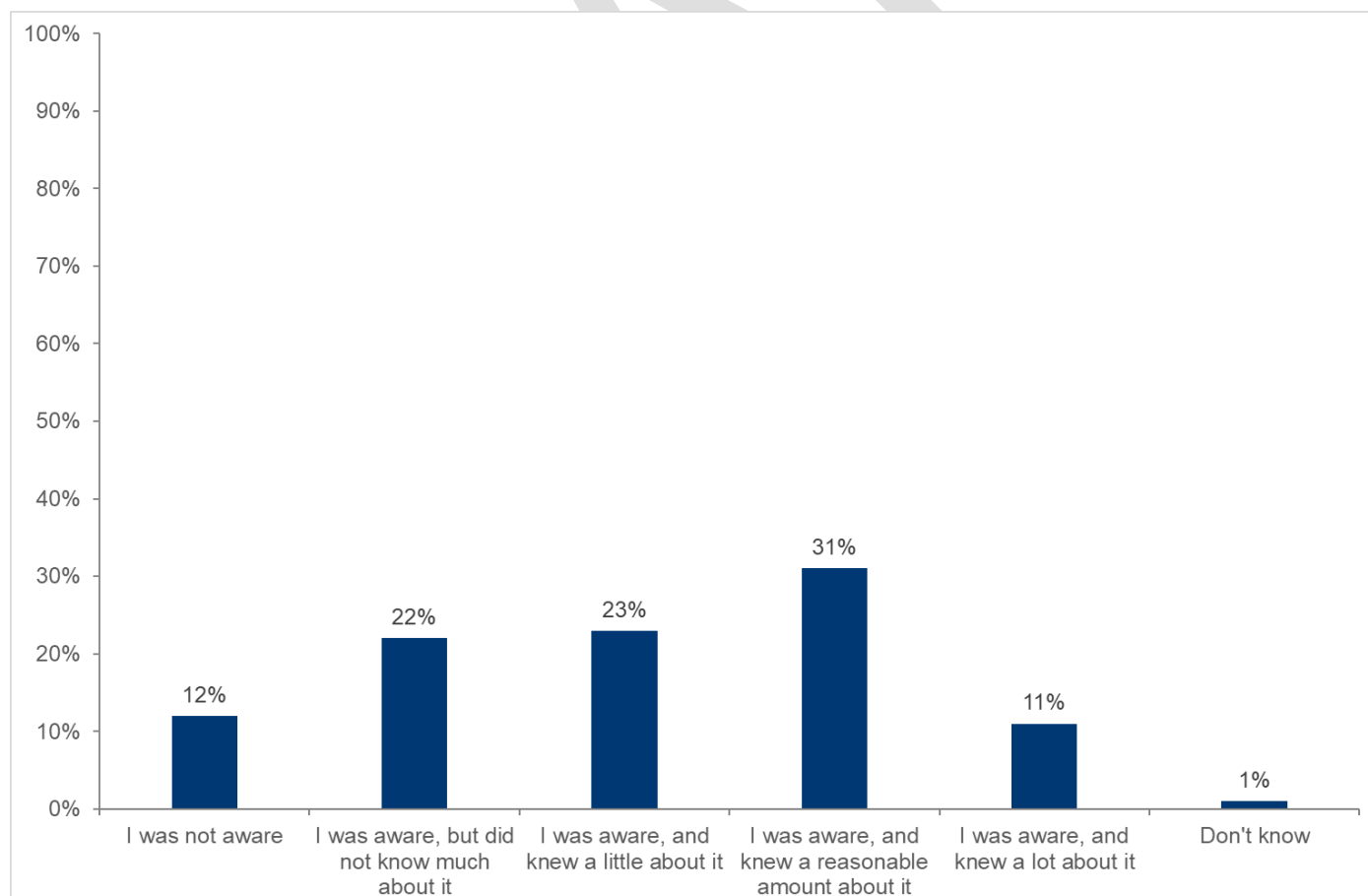
3.1. This section presents findings about the current ways councils are organised in Nottingham and Nottinghamshire, including awareness and knowledge, and perceptions of effectiveness.

Before today, how aware were you of the current structure of councils in Nottingham and Nottinghamshire, and the services each council provides?

Most respondents were aware of the current structure of councils and the different services delivered, and had varying levels of knowledge

3.2. Overall, 88% of respondents were aware of the current structure of councils, including 11% that knew a lot about it, 31% a reasonable amount, 23% a little and 22% not much about it. 12% were not aware of the current structure of councils in Nottingham and Nottinghamshire before responding to the questionnaire.

Figure 3.1: Awareness and knowledge of the current structure of councils



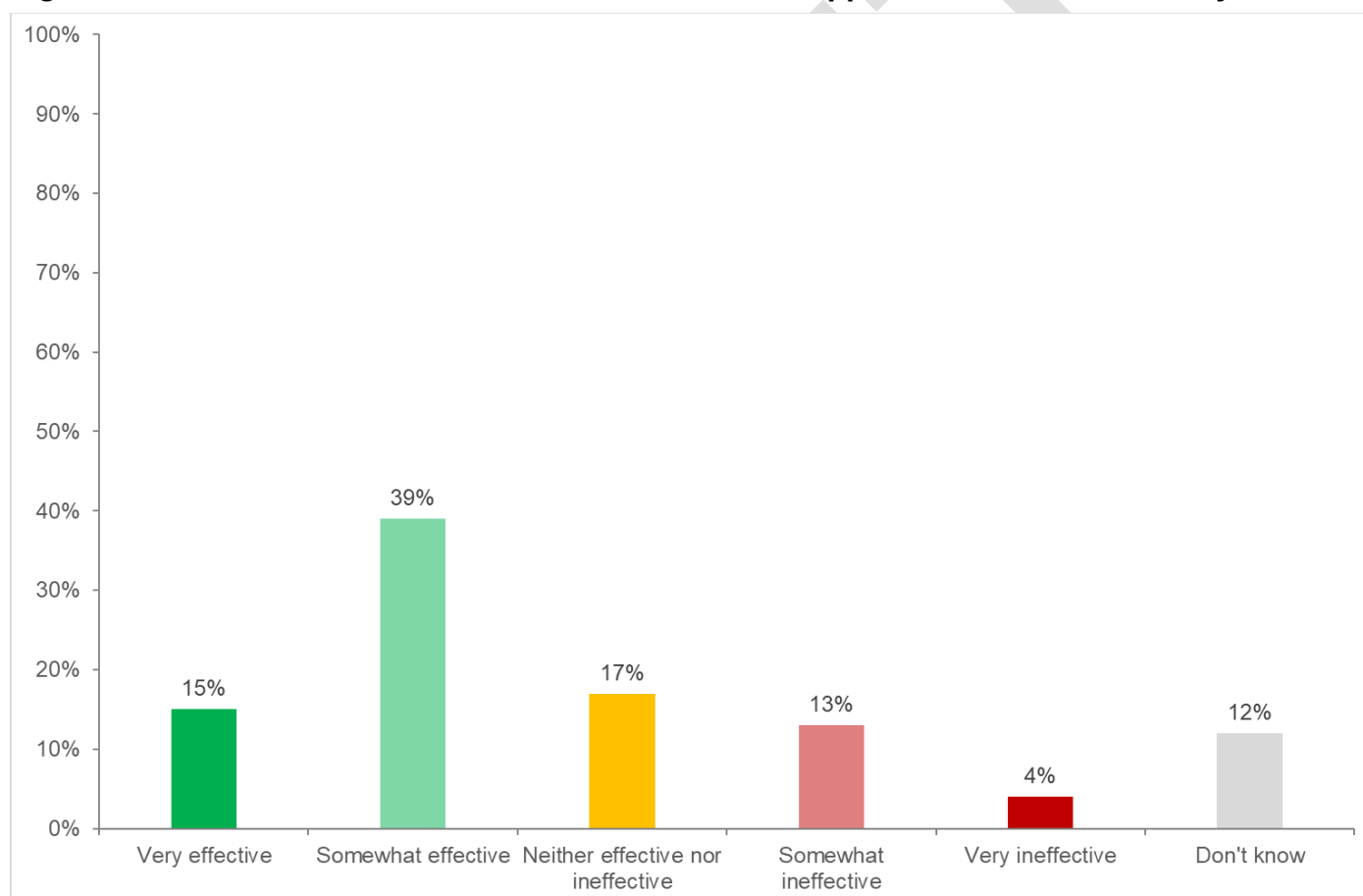
Number of respondents: 9,563.

How effective is the current structure of councils and the approach to service delivery in Nottingham and Nottinghamshire?

Over half of respondents said the current structure and approach to service delivery in councils across Nottingham and Nottinghamshire is effective

- 3.3. Overall, 54% of respondents said the current structure and approach to service delivery is at least somewhat effective. 17% said it is at least somewhat ineffective.
- 3.4. There is a relationship between awareness of the current system and effectiveness. For example, 67% of respondents that had at least reasonable levels of awareness of the current system said it is effective. This compares with 35% of respondents that were not aware of the current system stating it is effective.

Figure 3.2: Effectiveness of the current structure and approach to service delivery



Number of respondents: 9,466.

- 3.5. Respondents were asked to explain their answers to help understand the reasons behind their perceptions about effectiveness with 5,865 respondents providing further explanation. Approximately a quarter of these respondents said the **current system is effective** because they are **satisfied with core council services and the overall performance of the council**:

“Services provided by Broxtowe are mainly very good.”¹⁰

“Bins are collected on time and parks are well maintained.”

“Compared to other parts of the country I have lived in, Nottingham and Nottinghamshire generally do a good job of providing services for the people and community.”

“Everything seems to work reasonably well at a local level.”

“Day-to-day services run smoothly, and that’s what matters to residents.”

- 3.6. Approximately a fifth of these respondents appreciated the **local knowledge, representation and responsiveness** of the council to their area and local needs:

“Understand who does what — the council knows the needs of residents in our area.”

“Broxtowe understands local people and issues.”

“Local councils feel more in touch with what residents want.”

“There is more accountability in local councils.”

“Local councils feel more in touch with what residents want.”

- 3.7. A similar proportion of these respondents felt that the **two-tier system works well**, is fit for purpose, and relatedly that they valued **stability and continuity** over change:

“The split works quite well - local council deal with local issues, county with bigger ones.”

“County and Borough council structures provide a reasonably effective approach, balancing scale and democratic accountability.”

¹⁰ Quotes should be used responsibly and not presented out of context.

“It has worked well for years - Broxtowe is very well run. I know who to contact both on a local and county level.”

“It seems to operate effectively as it is.”

“Works well for Broxtowe. Don’t have any reason to complain. If it’s not broken, don’t try to fix it.”

- 3.8. Those who said **neither effective or ineffective** often expressed mixed experiences of council services (cited by approximately 5% of respondents to this follow-up question) or were not fully aware of, or knowledgeable about, the current system (cited by approximately 5% of respondents to this question).
- 3.9. Those rating the **system ineffective** either said that they are unsatisfied with services (cited by approximately a tenth of respondents that answered this follow-up question) and/or that the current two-tier system is confusing to access (cited by about 5% of respondents to this question), and inefficient with duplication (cited by approximately 5% of respondents to this question) and lack of joined-up working between councils (cited by approximately 5% of respondents to this question).

Section 4: Local Government Reorganisation in England

Introduction

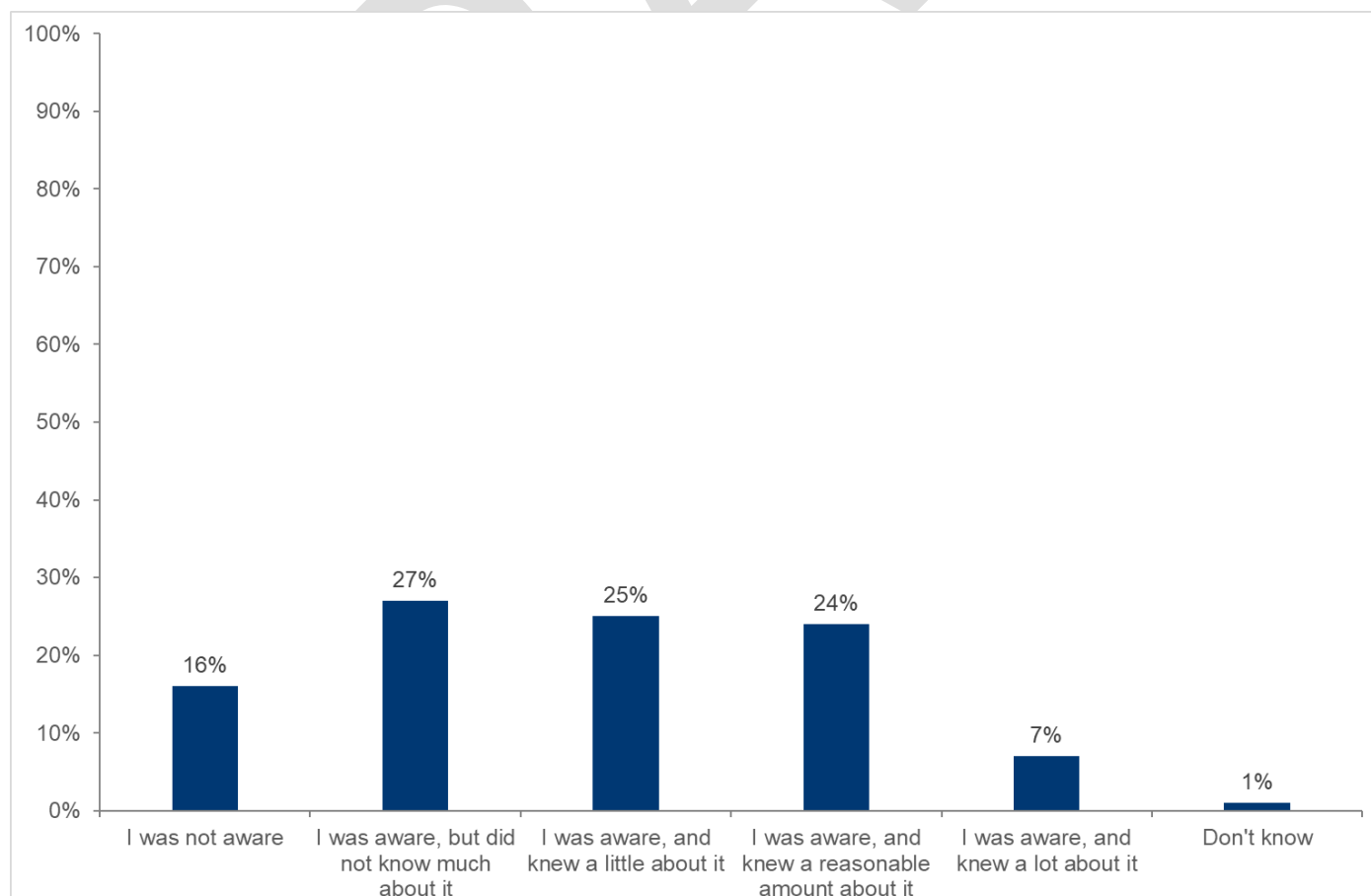
4.1. This section presents findings about the Government's plans for reorganisation of local government across the country, including awareness and knowledge, and perceptions about these plans.

Before today, how aware were you about the Government's plans to reorganise local councils across England?

Most respondents are aware of the reorganisation of councils across England, although awareness tends to be at the lower end of the spectrum

- 4.2. Overall, 84% of respondents are aware of the reorganisation of councils across England, including 7% that knew a lot about it, 24% a reasonable amount, 25% a little and 27% not much about it. 16% were not aware at all before responding to the questionnaire.
- 4.3. There is a close relationship between awareness of the current council system and awareness of local government reorganisation. For example, 61% that are at least reasonably knowledgeable about the current system are also reasonably knowledgeable about local government reorganisation.

Figure 4.1: Awareness and knowledge of local government reorganisation across England



Number of respondents: 9,598.

What do you think are the main potential benefits, if any, of the Government's proposed reorganisation of local councils?

Potential benefits include efficiency and cost savings, and improved access, services and outcomes, although a notable proportion are sceptical about benefits being achieved

- 4.4. 7,838 respondents commented on the potential benefits of local government reorganisation. Approximately two-fifths of these respondents said that local government reorganisation could **reduce duplication, generate efficiencies and consequently save money**, of which a sub-set of these respondents said could lead to lower council tax and/or more value for money services (approximately a fifth):

“Efficiency, reduced cost and duplication - councils as unitaries will be more connected for residents.”

“Cut out the duplication and save a lot of money; should be under one roof. Hopefully savings should help social care and the NHS.”

“Value for money ‘enabled’: less duplication, improved effectiveness and efficiency (this is the theory!).

“More effective and streamlined and hopefully cheaper services.”

“Hopefully a reduction in headcount and overhead leading to a reduction in council tax or investment in local needs.”

- 4.5. Relatedly, approximately a fifth of those that responded to this question said that there could be **service improvements** due to better coordination and joined-up working, economies of scale and cost-savings that could be reinvested into improved services, resulting in **better outcomes**:

“Better coordination, less fragmentation, clearer focus.”

“Joined-up approach and sharing information - sharing best practice and implementing this.”

“More streamlined service, financial savings, less 'passing the buck' to other departments - more clarity on who is responsible for different services.”

“Less authorities, reduction of bureaucracy leading to savings and a clearer focus on important issues.”

“More equality in access to services and outcomes across different localities.”

- 4.6. Approximately a tenth of respondents to this question said that local government reorganisation could **simplify the structure and make it easier to navigate the system and access services**:

“Streamlining processes should make it easier for people to access support and understand responsibilities.”

“There is potential to streamline systems and processes, resulting in cost savings and simpler access to care and services.”

“It could make access to services simpler - with only one council to deal with, it could save money and ensure equality and uniformity of standards.”

- 4.7. In contrast, approximately a fifth of respondents to this question were **sceptical about potential benefits** either in principle or realised in practice:

“I see no benefits. The two largest unitary authorities — Birmingham City and Nottingham City - are both bankrupt.”

“No benefits to anyone other than the city council, who see surrounding areas as a cash cow - they’ve bankrupted themselves.”

“No benefits at all. None of these changes are about improving services - it’s about doing the same or less at lower cost.”

“Can’t see any positives - it will just create a bigger, less efficient bureaucracy.”

“None - the bigger an organisation, the more ‘top heavy’ it becomes. Money is spent on managers, not on doing the work.”

What concerns, if any, do you have about the Government's proposed reorganisation of local councils?

Concerns about joining with Nottingham City Council, inheriting its perceived financial and services issues, and associated loss of voice, lack of responsiveness to local issues, and worries about cost, disruption and service provision

- 4.8. 8,069 respondents provided comments or concerns about the proposed reorganisation of local government. Approximately half of these respondents raised concerns about an urban-rural imbalance, including **concern about being absorbed into an urban Nottingham City dominated council**, and associated concerns about **loss of local voice, representation, accountability and identity, and associated lack of responsiveness to local issues and concerns**:

"I am worried that we will be classed as part of Nottingham City when we live 12 miles from the centre!"

"Being sucked into an urban council when we are rural or suburban in nature."

"Rural areas being swallowed into city laws. Being made to pay for services that are irrelevant to me."

"Broxtowe will be subsumed into the city, increasing local taxes on the community and reducing standards and resources."

"We run the risk of losing the 'personal touch'. We currently have councillors who live in the area they represent — they care about it and have passion for it. Would we get the same representation under the new system?"

"Too remote and bureaucratic. Less accountability. Less community identification, less neighbourhood approaches and commitment, more feelings of lack of engagement locally."

"Reduced support in local areas, money invested elsewhere, lack of understanding of specific local issues."

"That this is being railroaded through with no option to stay as we are - we would lose autonomy and local decision-making."

"Less local accountability. More remote management, so less informed council making decisions."

"More impersonal service. Loss of local identity. Potential for greater bureaucracy, and money spent on that rather than services."

4.9. Approximately a third of those that responded to this question were **concerned about being merged with Nottingham City Council and inheriting its debt or perceived financial mismanagement and/or service delivery issues:**

“Broxtowe provides a great service, but Notts County Council do not. To lose Broxtowe to Nottingham City and other boroughs would only make services delivered worse. So no thank you.”

“The council we are in (Broxtowe) is a very well run council. For the proposals we would be joined with the City of Nottingham which has an inability to run properly, provide the services they should, or even just balance their budget.”

“Nottingham City Council is pretty poor at financial management, so I feel joining up with them will result in the whole county being mismanaged.”

“Nottingham City is very close to bankruptcy. I would be concerned that funding from suburban councils will go to fill the hole that Nottingham City has created.”

“Nottingham City is riddled with debt. Will residents of Broxtowe take on this burden with higher taxes?”

“Nottingham City are bankrupt. If they join us in Broxtowe they will take all our money to bail themselves out. Nottingham City have a bad track record of wasting money on projects that fail, e.g. Robin Hood Energy.”

“The incompetent Nottingham City Council will attempt to take money from borough council tax payers to balance their books.”

“Do not want to be joined with Nottingham City Council: their mismanagement and lack of financial acumen over many years = bankrupt.”

“It is blatant gerrymandering pulling representation and funds away from local areas into an uncaring and bankrupt city council which shows no concern for the suburbs and towns.”

“Nottingham City Council is less efficient and more poorly run than Broxtowe, Rushcliffe and Gedling. Major concern we will receive a lower quality service.”

- 4.10. In addition, approximately a tenth of respondents to this question raised general worries about the **cost of reorganisation, inefficiency of larger councils, or waste of public money** undertaking the reorganisation, including some advocating for stability and continuity:

“I don’t think there has been a proper analysis of any suggested cost savings - will this reorganisation actually save money?”

“Having doubts whether any cost savings will exceed the cost of reorganisation.”

“A lot of money will be wasted in the process. Things started will be stopped and go back to square one.”

“A larger merged council cannot target the needs of a smaller area. The savings from reducing overheads could well be cancelled out by the money wasted from allocating funds to the wrong services.”

“At Broxtowe we get good services now. We have concerns this might change in the reorganisation.”

- 4.11. Relatedly, a similar proportion raised concerns about **potential disruption in the short-term and/or a reduction in service quality or provision in the longer-term due to inefficiencies and lack of local responsiveness**. A sub-set of these respondents indicated that improvements to services are important, but felt these could be best achieved in-situ within the current structure:

“The settling-in period will likely be messy and impact severely on residents and services. This is being done purely for cost-cutting measures.”

“This exercise could be a significant upheaval, put jobs at risk, and lead to change for the sake of it.”

“Reduced capacity of services, cuts to services, less accountability to local residents.”

“Centralized control doesn’t mean more efficiencies; it means less, more bureaucracy, less local connection, and the chaos and disorder of change.”

“The cost of reorganisation would be better spent on improving services.”

4.12. A minority (approximately 5% that responded to this question) **expressed no concerns or conditional support for change** if it improved efficiency and/or reduced costs:

"If the new structure means better coordination and less duplication, then it's a good idea."

"Fine with change, as long as it's managed well and benefits residents."

"No concerns, providing the reorganisation actually improves local services."

"Could lead to savings - this exercise could be a significant upheaval, but if it improves services, then restructure is fine."

"None. The reorganisation will cost millions of pounds and take many years to implement, so any perceived savings will take time, but if it works in the long term, fine."

Section 5: Future councils

Introduction

5.1. This section presents findings about the design of the potential future councils, including the most important principles and features of a new council and the best ways for the new councils to involve people in local decisions.

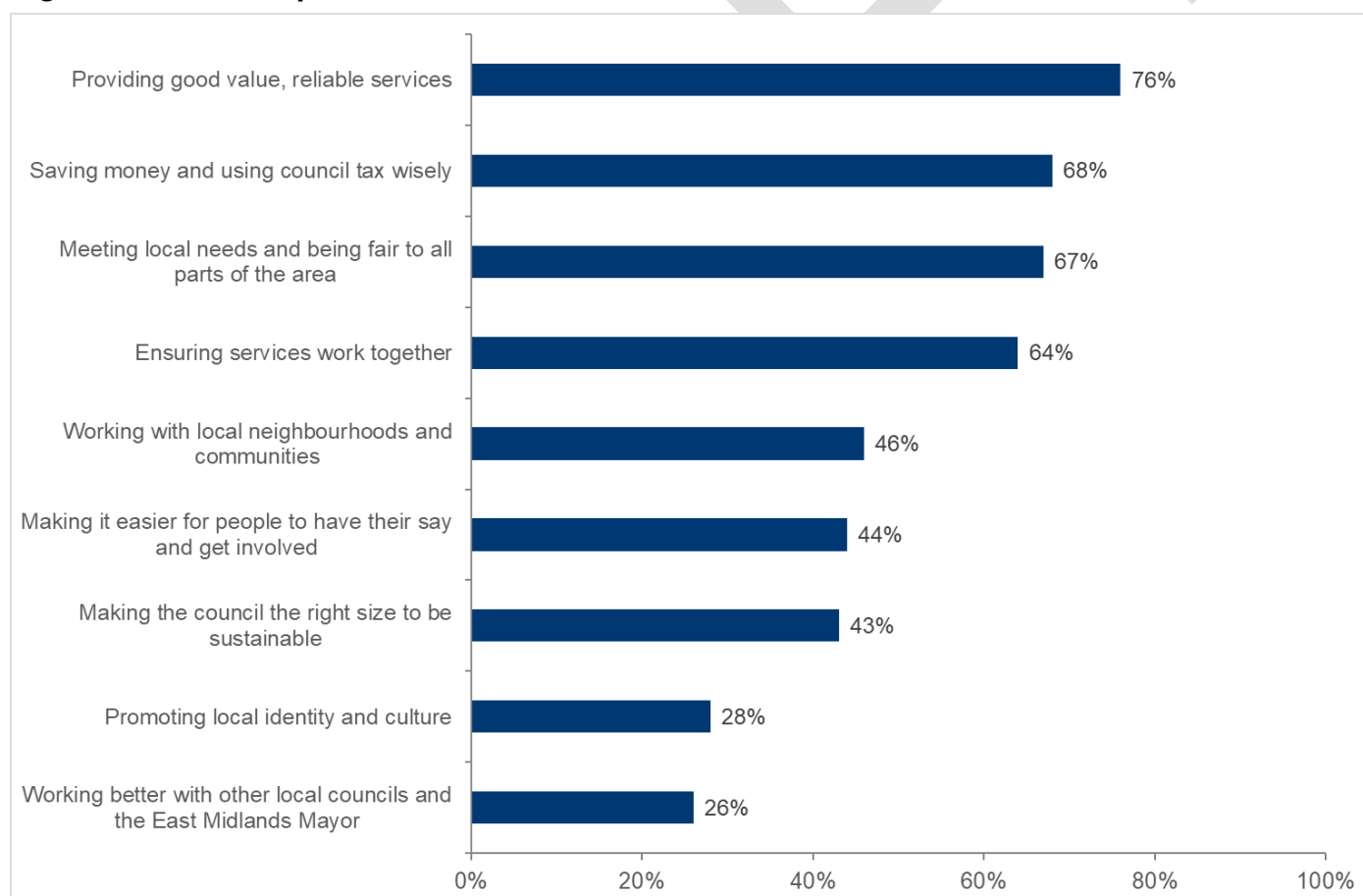
What should be most important when designing a new council?

Quality services, value for money and meeting local needs are the priorities for a future council, along with ensuring services work well together

5.2. Overall, 76% of respondents cited providing good value, reliable services.

5.3. This is followed by 68% saving money and using council tax wisely, 67% meeting local needs and being fair to all parts of the area, and 64% ensuring services work together.

Figure 5.1: Most important for a new council



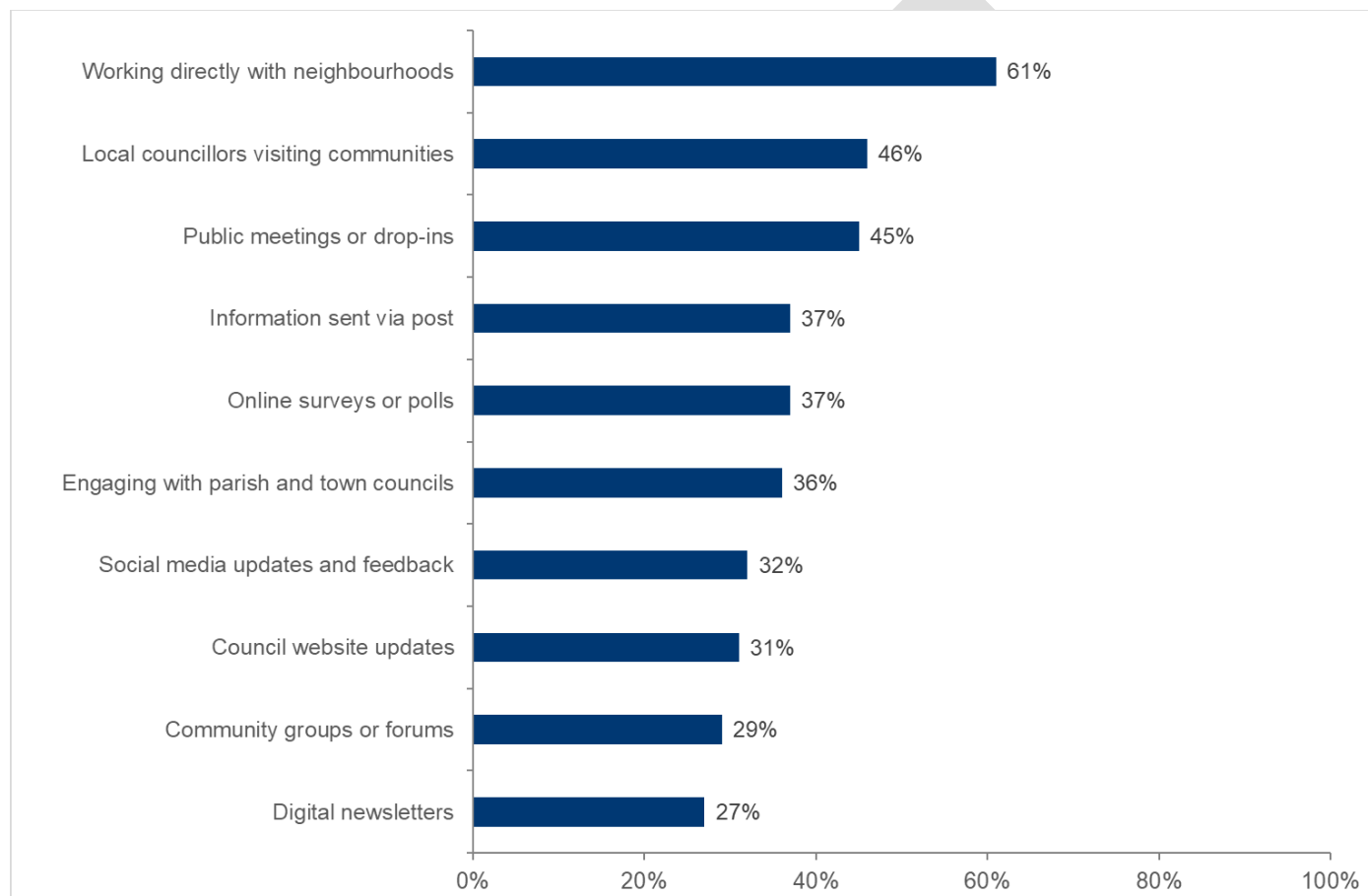
Number of respondents: 9,378. Note: Respondents could select more than one answer.

What are the best ways for the new councils to involve people in local decisions?

Neighbourhood working, local councillors and public forums are the best way to involve people in local decisions

- 5.4. Overall, 61% of respondents said working directly with neighbourhoods is the best way to involve people in local decisions.
- 5.5. This is followed by 46% that mentioned local councillors and 45% public meetings, along with a mixed economy of other approaches.

Figure 5.2: Best ways to involve people in local decisions



Number of respondents: 9,282.

Note: Respondents could select more than one answer.

Section 6: Local Government Reorganisation across Nottingham and Nottinghamshire

Introduction

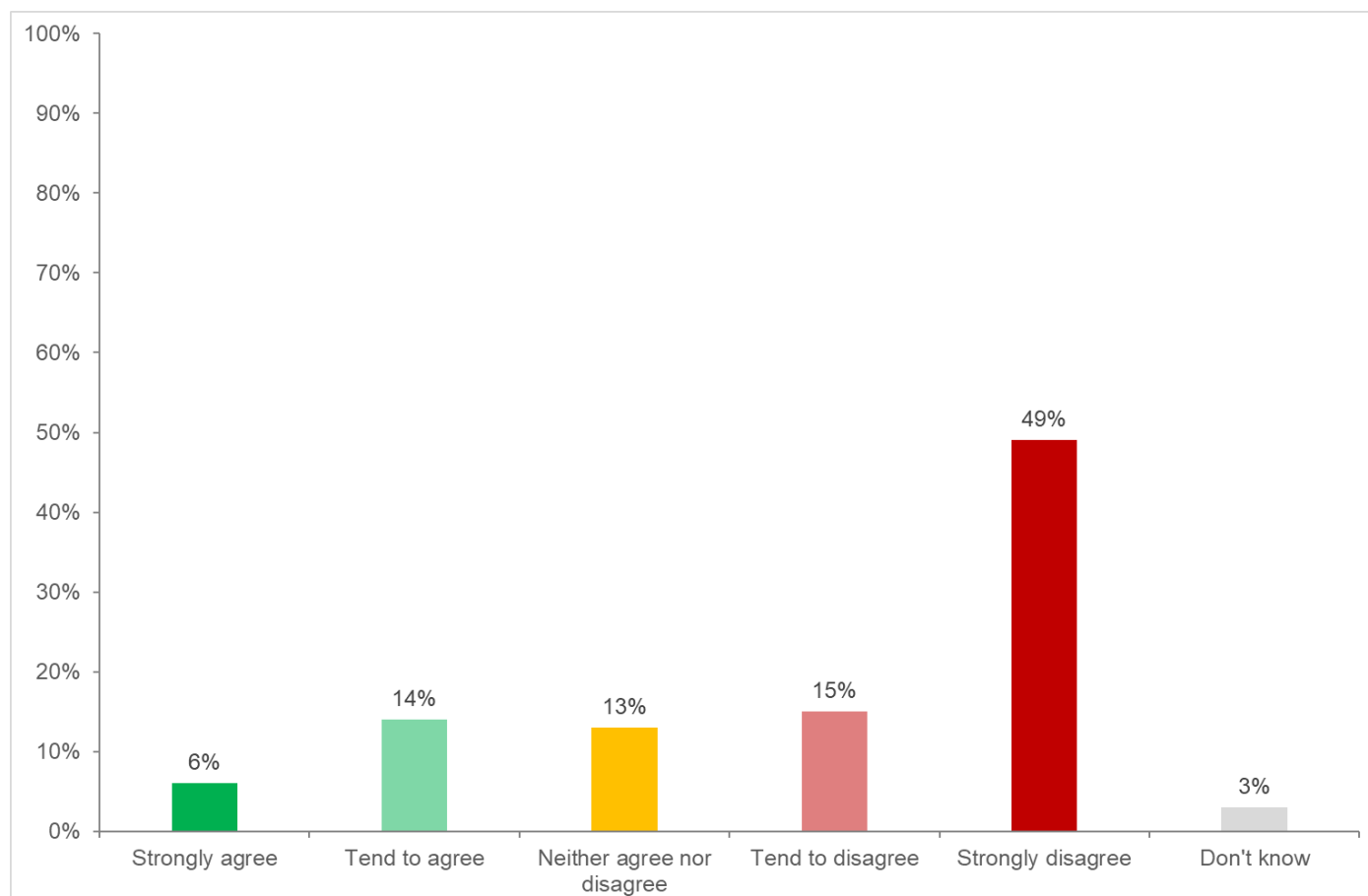
- 6.1. This section presents the proposals for reorganisation of local government across Nottingham and Nottinghamshire, including the proposal to replace the nine existing councils with two councils and different options for the proposed new councils.

To what extent do you agree or disagree with the proposal to replace the nine existing councils with two councils to run local government across the Nottingham and Nottinghamshire area?

Almost two-thirds of respondents disagree with the proposal to reduce the number of councils across the county, with a fifth agreeing with the proposal

- 6.2. Overall, 20% of respondents agree with the proposal to reduce the number of councils. In contrast, 64% of respondents disagree with the proposal, including 49% that strongly disagree.
- 6.3. There is a relationship between perceptions of the effectiveness of the current system and levels of agreement with the proposal to reduce the number of councils. For example, 14% of those that said the current structure of local councils is effective agree with the proposal to reduce the number of councils compared with 39% of those that said the current system is ineffective. i.e. in other words, those that consider the current system ineffective are more likely to state there is a case for change, although this is only a minority position.

Figure 6.1: Level of agreement with proposal to replace nine existing councils with two across Nottingham and Nottinghamshire



Number of respondents: 9,488.

- 6.4. Respondents were asked to explain their answers to help understand the levels of agreement for the proposal to replace the nine existing councils with two across Nottingham and Nottinghamshire with 7,213 respondents providing further explanation. The **comments echoed the benefits and concerns raised earlier about local government reorganisation in England in general.**
- 6.5. In summary, those that **agreed** tended to state that the proposals would reduce duplication, generate efficiencies and consequently lead to cost-savings, while a smaller number also said that it would lead to a simplification of the system and therefore improved accessibility.
- 6.6. Those that **disagreed** are particularly concerned about joining in a council that they believe would be dominated by Nottingham City with implications for loss of local voice, representation, accountability and identity, and associated lack of responsiveness to local issues and concerns. Similarly, there are related concerns about inheriting Nottingham City Council's perceived financial and service issues. In addition, there is scepticism that the proposed benefits will be achieved in practice, with concerns that these will be outweighed by costs of reorganisation and disruption, with related impacts on services and outcomes.
- 6.7. Some of those respondents that are **neutral** emphasised the need for transparency and evidence before supporting such a significant shift and/or that they would only support such a proposal if it demonstrably led to cost-savings and/or service improvements.

The core options

Do you have any comments, concerns or suggestions about this option (Option 1b)?

Nottinghamshire and Nottingham City + Broxtowe + Gedling (known as Option 1b). This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Rushcliffe. The second covering Gedling, Broxtowe, and Nottingham City.

Concerns about joining with Nottingham City dominate responses, along with criticism of the logic of the boundaries and the inclusion and exclusion of certain areas

- 6.8. The dominant theme are concerns about being grouped in a new council with Nottingham City, mentioned by approximately a third of respondents to this question (6,503 respondents provided comments to this question). These respondents tended to **strongly oppose being merged with Nottingham City (and its council)**, citing concerns over perceived financial and service delivery issues, and poor management:

“My main concern is that this proposal lumps my local authority in with Nottingham City. I don’t want to be saddled with all of the city’s problems and debts.”

“Nottingham City Council cannot manage their own finances and now need additional money and support from other areas.”

“Yes Nottingham City Council is bankrupt - how would it benefit Broxtowe?”

“Broxtowe gains nothing from linking with the city, only taking on part of their enormous debt.”

“By and large, the system seems to work fairly well — why should we support Nottingham City Council who waste money?”

“Concerned that I would pay extra council tax to pay off the debt of Nottingham City Council.”

“Gedling and Broxtowe will be bailing out Nottingham City and helping them pay off their debts.”

“Will only reduce already struggling services as Nottingham do not have best record at balancing their books!!”

“I do not want to be included with Nottingham City Council in any way. Very poorly run and has wasted millions of pounds in schemes which they were told wouldn’t work from the start.”

“Do not want to join with Nottingham City Council - debt ridden and poor administration.”

“I have deep reservations about being grouped with Nottingham City Council, judging by their past inadequacies and money problems.”

“My concern is Broxtowe and Gedling will take on the city’s debt leading to higher council taxes, poorer services and cuts to services.”

6.9. Approximately a fifth of respondents to this question said they are concerned about an **urban Nottingham City dominating the new council, and undermining local voice, representation, identity and local services:**

“With Nottingham having a higher concentration of homes, businesses, and population, the new authority needs to guard against decisions being made that benefit the city and adversely impact Gedling and Broxtowe.”

“Issues affecting Broxtowe are not the same as those affecting Nottingham.”

“Concern Broxtowe and Gedling will be neglected in favour of Nottingham City.”

“Any area with Nottingham City Council would lose their identity.”

“This would effectively subsume Beeston into Nottingham and leave Stapleford and Nuthall out of the loop. We’d be ignored by a council focused on the city.”

“A bad idea. Broxtowe is a well-run council dedicated to good services for its community. Unification would be detrimental to Broxtowe residents.”

“I’d rather keep local councils that know our area than be part of a large authority.”

“We need decision-making to stay close to residents, not in a distant office.”

6.10. Approximately a fifth of respondents to this question **criticise the logic of the boundaries and the inclusion and exclusion of certain areas.** This includes the inclusion of Broxtowe in general, especially its more rural and/or outlying areas away from the city, and the exclusion of Rushcliffe amongst other areas:

“Why split it like this? It doesn’t make sense.”

“It seems random how the areas are divided.”

“The groupings don’t reflect communities or how people live their lives.”

“Who decided these boundaries? They ignore geography and travel patterns.”

“Keep the city and rural areas separate.”

“The proposed lines don’t follow natural boundaries or local ties.”

“Option 1b seems to ignore how people actually move around the county.”

“We are part of Nottinghamshire, not Nottingham. I feel like we’re closer to Derbyshire than the city.”

“Rushcliffe should be included – it makes more sense geographically.”

“Ashfield shouldn’t be lumped in with Mansfield and Newark; it’s too different.”

- 6.11. About a fifth of respondents to this question said they are **generally opposed to the concept of local government reorganisation** whether it be due to concerns over disruption, costs, efficiencies or favouring a district-based system:

“I’m against all these plans, it will cause disruption, cost more than it saves and create two big and cumbersome councils that will not be any better.”

“I think it’s a political move with no thought for the residents at all — waste of money!”

“Unitary councils will be too big and remote – the two-tier system works.”

“Merging everything won’t save money; it will just create bureaucracy.”

“Local councils already know their communities and priorities – a big unitary won’t.”

“Too large and complicated; local accountability would be lost. It would cause a democratic deficit.”

“Two-tier system works well – local for day-to-day issues, county for the bigger stuff.”

“Current structure is fine; it provides local access and accountability.”

“District councils already work well together – there’s no need to change.”

- 6.12. In contrast, **approximately a tenth of respondents expressed support for Option 1b**, albeit often caveated as a relative preference, such as the ‘least bad’ or most practical structure that separates city and county. Similarly, some of this support is also conditional on achieving the potential benefits:

“I think this is the best compromise if we must move to unitaries.”

“1b makes sense; Broxtowe and Gedling are near the city but not part of it.”

“This is the preferred option as Broxtowe and Gedling are similar in demographic.”

“Better of the two, but still undesirable.”

“On paper this looks okay - it might simplify things if managed well.”

“If the new council delivers better joined-up services, I’d support it.”

“It could work if funding is fair and local input is kept.”

Do you have any comments, concerns or suggestions about this option (Option 1e)?

This option is two new unitary councils, one covering Bassetlaw, Mansfield, Newark and Sherwood, Ashfield, and Gedling. The second covering Broxtowe, Nottingham City, and Rushcliffe.

Respondents reiterated concerns about being merged with Nottingham City Council, becoming part of an urban-dominated authority, and the proposed boundary, although Option 1e attracted slightly more positivity than Option 1b, albeit conditionally and by a minority

6.13. As with Option 1b, concerns about being grouped in a new council with Nottingham City are most commonly cited, mentioned by approximately a third of respondents to this question (6,476 respondents provided comments to this question). **Respondents reiterated their opposition to being merged with Nottingham City Council**, re-asserting concerns over perceived financial and service delivery issues, and poor management, with implications for council tax and service delivery:

“Nottingham City Council is bankrupt. Why would we want to join them? Our council tax would probably increase!”

“Again Nottingham City Council is bankrupt, unfair to Broxtowe and Rushcliffe taking on the debt.”

“Clever idea it is not put together 2 councils who are successful to shield the poor administration of Nottingham City – another ploy to put money into Nottingham City.”

“Exactly the same problems/issues: a dominant Nottingham City will waste more money and Broxtowe yet again a successful council broken up.”

“Yes, I do not want Nottingham City Council. They cannot manage their own finances and now need additional money and support from other areas.”

“See earlier comments. The city council isn’t interested in Broxtowe residents and will just suck up our council tax and give nothing back.”

“Again, Nottingham City Council would like to take over Broxtowe and Rushcliffe to give themselves more money. There are no benefits financially for Broxtowe or Rushcliffe.”

“There is no reason why Broxtowe and Rushcliffe should be part of the City of Nottingham... No doubt the city wants the council tax and business rates, but there is no guarantee they would be used for local residents.”

“Broxtowe is well-run. Nottingham City is not. Don’t drag us into their mess.”

“My council tax will go up to benefit those in the city and pay for their services, not mine.”

- 6.14. Similarly, approximately a fifth of respondents to this question **re-stated their concerns about an urban Nottingham City dominating the new council**, and undermining local voice, representation, identity and local services:

“Broxtowe has its own identity and has a better understanding of local needs - getting bigger is not the answer. Nottingham City has proven it is in a mess already!”

“Parts of Broxtowe and Rushcliffe are quite rural and very different to parts of Nottingham City, with different priorities and needs.”

“As a Broxtowe resident, my primary concern is that the area has significant differences to Nottingham City, local specificities will not be taken into account.”

“Broxtowe would lose its voice and end up being run by Nottingham City’s priorities.”

“Broxtowe has a clear identity and good local services that would be lost if merged with Nottingham City.”

“We’d lose local control, local understanding, and be ruled by a council that doesn’t know us.”

“It will become Greater Nottingham in name and in governance, and Broxtowe’s needs will be secondary.”

“There is no guarantee that Broxtowe residents would get fair representation - city priorities would always come first.”

“Rushcliffe and Broxtowe have many rural settlements, we’d be overlooked in a city-led structure.”

“Nottingham City has no understanding of rural issues like transport, farming, or small villages.”

- 6.15. As with Option 1b, **boundary concerns are cited**, albeit in less volume (cited by approximately a tenth of respondents to this question). This includes the inclusion of Broxtowe in general, especially its more rural and/or outlying areas away from the city. Whilst there is some acknowledgement of the appropriateness of including Rushcliffe (at least some parts of it), this is contrasted by questions about the exclusion of Gedling in Option 1e and other areas surrounding the city:

“These boundaries make no sense - areas that work together are being split apart.”

“The proposed councils are unbalanced — one covers far more people and geography than the other.”

“We shouldn’t be grouped with Nottingham - it’s not where our services naturally connect.”

“Broxtowe and Rushcliffe have more in common [with each other] than with the city. Boundaries should reflect community links.”

“Merging rural areas with an urban authority will lead to neglect of smaller communities.”

“Urban and rural areas need different kinds of governance and priorities.”

“Rushcliffe areas are much closer to the city than Beeston is, so we shouldn’t be part of it.”

“We’d be better joining with Ashfield as it impacts road boundaries, bins and planning in our village.”

“Areas such as Arnold, Gedling, Mapperley etc. should be included.”

- 6.16. Approximately a fifth of respondents to this question **reiterated their opposition to the concept of local government reorganisation**, highlighting concerns over disruption, costs, efficiencies or supporting a district-based system:

“Every change like this costs more money and causes disruption.”

“Why change and combine councils that are losing money? The best-performing ones should stay put.”

“Councils will be too large to effectively work.”

“There is no clear efficiency, just higher costs and less democracy.”

“No benefits - a bigger council just means money goes away from our area into the city.”

“Local councils work well for local people - stop wasting money on reorganisation.”

“Happy with current offering, don’t see an improvement, just less representation and more distance from services.”

“Keep district councils; they know their communities best.”

“Reorganisation is not needed - focus on improving existing services.”

“The government should support local councils, not replace them.”

- 6.17. This said, there is **more positivity towards this option compared with Option 1b** with approximately a fifth of respondents to this question positive about the proposal either in absolute terms or as a preference compared to alternative options. As with Option 1b, some of this support is caveated or conditional:

“If this is a decision already made, I would prefer this option.”

“This is the preferable option because it is a better balance of numbers and similar areas working together.”

“In favour of [Option 1e] as it keeps neighbouring communities together – not disjointed.”

“Seems more logical than Option 1B [South Nottingham].”

“Sensible geographical spread – one region for the North and the other for the South.”

“This is probably the better option – but again I think the City Council should remain separate.”

“This is better than Option 1B but still makes us a part of Nottingham City.”

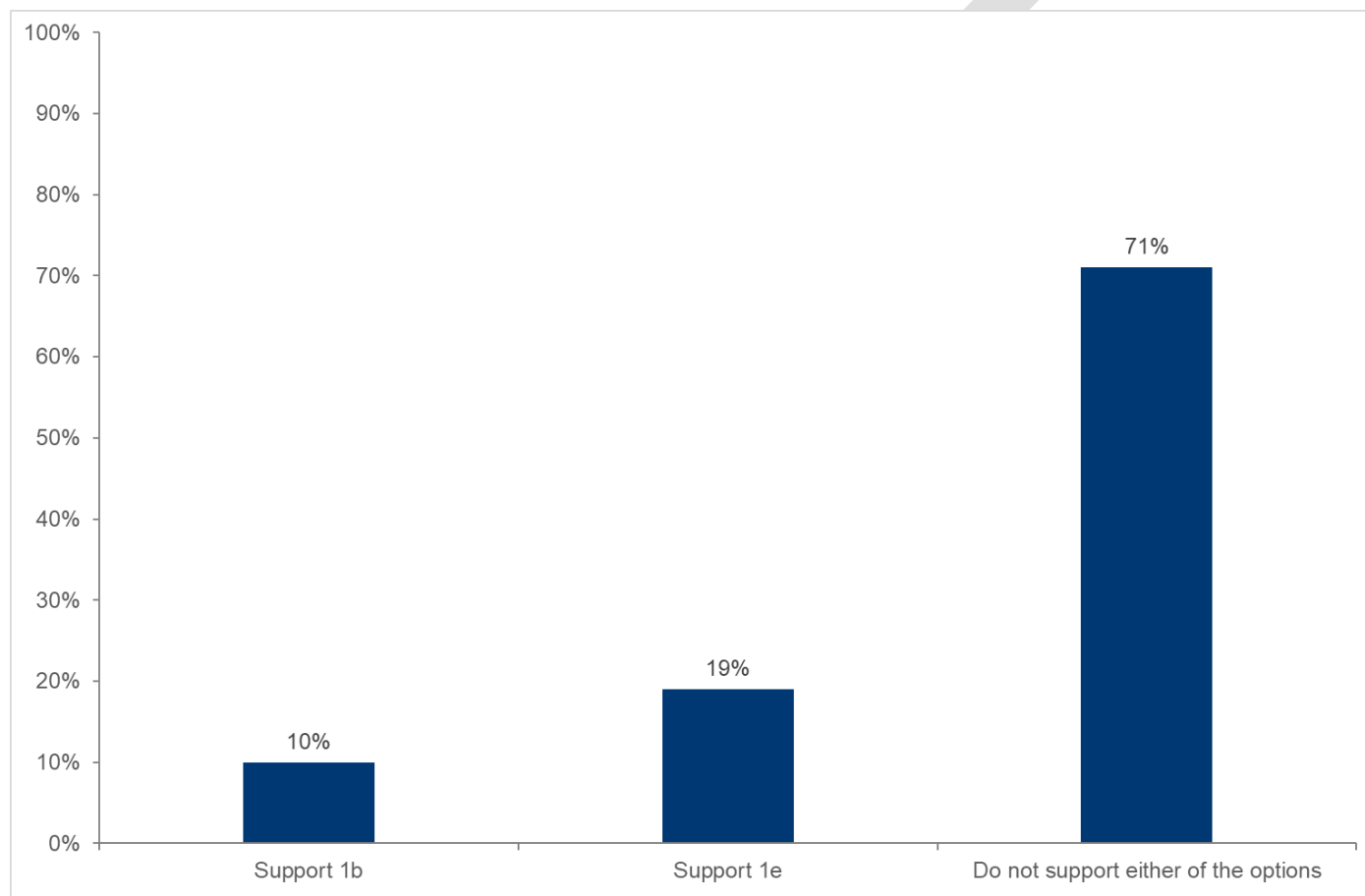
“This would be a better option and could work quite well, assuming it delivers positive benefits for the area.”

Additional Broxtowe specific questions

6.18. The council asked additional questions as part of its separate survey of households in Broxtowe about support for each of the options:

- 10% support option 1b (of these 5% support both 1b and 1e).
- 19% support option 1e (of these 5% support both 1b and 1e).
- 71% do not support either of the options.

Figure 6.2: Additional Broxtowe specific questions about the proposed options



Number of respondents: 12,025.



Report of the Portfolio Holder for Resources and Personnel Policy

Medium Term Financial Strategy and Business Strategy 2026/27

1. Purpose of Report

This report presents an update on the Council's Medium Term Financial Strategy and highlights progress with the delivery of the Business Strategy. This is in accordance with all the Council's key priorities and objectives.

2. Recommendation

Cabinet is asked to RESOLVE that the updated Medium Term Financial Strategy and the Business Strategy 2026/27 be approved.

3. Detail

As reported to Cabinet on 1 July 2025, there was an underspend of £1.4m on the General Fund revenue budget in 2024/54 resulting in a General Fund Reserve balance of £5.6m as at 31 March 2025. This was due to a variety of underspends, additional income, budget carry forwards, changes in provisions, government grants and effective financial management across the Council.

There are several significant issues concerning local government finance that will have a major impact upon the financial position of this Council. These include the prevailing economy and the impact of inflation on pay and prices; the uncertainty with annual financial settlements from central government; and the outcome of its Fair Funding Review and the associated reset of the Business Rates baseline. Further details of these and how they may impact upon the General Fund, Housing Revenue Account and the Capital Programme are set out in **Appendix 1**.

The Medium-Term Financial Strategy (MTFS) is the Council's key financial planning document. An updated MTFS based upon the latest information and assumptions is set out in **Appendix 2**.

In order to address the financial challenges facing the Council, a Business Strategy is maintained that sets out initiatives that will be pursued to reduce costs, generate additional income and/or improve services. A number of these initiatives have already been implemented and were considered in producing the 2025/26 budget. Further details of the Business Strategy 2026/27 are set out in **Appendix 3** for consideration.

4. Key Decision

This report a key decision as defined under Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. It will result in in the Council incurring revenue or capital expenditure or savings of £250,000 or more and be significant in terms of its

effects on communities living or working in an area comprising two or more Wards or electoral divisions in the Council's area

5. Updates from Scrutiny

Not applicable.

6. Financial Implications

The comments from the Interim Deputy Chief Executive and Section 151 Officer were as follows:

The financial implications are included in the report narrative and appendices.

7. Legal Implications

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

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

8. Human Resources Implications

There were no comments from the Human Resources Manager.

9. Union Comments

There were no Union comments in relation to this report.

10. Climate Change Implications

The Council's response to Climate Change is a key consideration as part of the budget setting process.

11. Data Protection Compliance Implications

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

12. Equality Impact Assessment

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

13. Background Papers

Nil.

Appendix 1

1. General Fund Revenue BudgetIntroduction

There was an underspend of £1.402m on the General Fund revenue budget in 2024/25 resulting in a General Fund Reserve balance of £5.590m as at 31 March 2025. This was predominantly due to a variety of underspends, additional income, budget carry forwards, changes in provisions, government grants and effective financial management across the Council.

There are several significant issues concerning local government finance that continue to impact upon the financial position of this Council and others, especially the impact of inflation on pay, energy, fuel, construction, property and other commodities. The rate of inflation (CPI), having peaked at over 11% in recent years, has only recently moved back towards the Bank of England's 2% target and even then it continues to be stubbornly higher than this target.

The Chancellor of the Exchequer has not yet announced any details on the Local Government Finance Settlement. It is difficult at this stage to determine exact impact on the Council's future financial position, and it is expected that any additional spending will be targeted at health and social care. As such, the assumptions within the Medium-Term Financial Strategy (MTFS) assume modest increases in the Council's spending plans for future years, although some growth allowance for inflationary pressures has been made in the short-term.

The outcome of the government's 'Fair Funding Review 2.0' is expected to be used for the Local Government Finance Settlement and this will present considerable risk and uncertainty to the Council's funding allocations and the level of Business Rates retention. It continues to be difficult to accurately assess financial forecasts and the MTFS will be subject to revision as more information becomes available.

There continues to be significant budget pressures highlighted that will impact on the Council's 2026/27 budget. These include establishment costs (pay awards, National Insurance and pension contributions) and price inflation on energy, fuel, construction and property prices. There are also higher interest rates potentially impacting on the cost of future prudential borrowing to support the Council's capital investment programmes.

The MTFS is the Council's key financial planning document. An updated MTFS based upon the latest information and assumptions is set out further below in Appendix 2. In order to address the financial challenges facing the Council, a Business Strategy is maintained that sets out initiatives that will be pursued to reduce costs, generate additional income and/or improve services. Further details of the Business Strategy 2026/27 are set out below in Appendix 3.

Financial Settlement 2026/27

The Chancellor of the Exchequer has announced that the Autumn Statement 2025 will be delivered to Parliament on 26 November 2025. The finer details of the local government financial settlement for 2026/27, including the outcome of the long-awaited Fair Funding Review, will then follow in December. As such, the most reasonable financial planning assumptions have been made when refreshing the MTFS.

The government's financial settlement allocates funding to its priority areas over the medium term such as health, housing, environment, defence, local government and welfare spending. Additional monies have previously been allocated to health, and it is anticipated that any additional funds for local government will be directed to demand led services such as adult social care and children's services. At this stage, the MTFS does not assume the receipt of any additional grants relating to cost and service pressures, with grant funding held flat across the period.

Fair Funding Review / Business Rates Review

A government consultation earlier this year confirmed that the outcomes of the 'Fair Funding Review 2.0' will be used for the Local Government Finance Settlement in 2026/27 and beyond. This, along with the associated resetting of Business Rates allocations and growth, presents considerable risk and uncertainty to the Council's funding allocations.

The Council, through its financial advisors, has undertaken some early modelling based upon the government's consultation proposals and these show a considerable range in what funding the Council may receive depending upon which Business Rates model is applied. An optimistic view could see the Council's Core Spending Power (CSP) benefitting by up to £1.2m, whilst an alternative, more pessimistic, view could see spending power fall by almost 1m. Final details will not be known until the Local Government Finance Settlement is released in December.

It is likely that for both scenarios that transitional arrangements will apply to limit the impact. It has therefore been assumed in this MTFS that existing funding levels will be retained across the period. This will be reviewed as part of budget setting once financing is known.

Business Rates (National Non-Domestic Rates)

National Non-Domestic Rates (NNDR) is more commonly referred to as Business Rates. The removal of some central government grants and significant reductions in New Homes Bonus (NHB), along with the rules limiting increases in Council Tax, mean that business rates have become an increasingly significant funding stream for the Council. The need to develop the business rates base across the Borough has been important for the Council.

The Nottinghamshire authorities are part of a Business Rates Pool. This allows business rates income that would otherwise have been returned to central government to be retained within the county. It also provides a safety net for local authorities whose income falls below a defined level. The current Business Rates Retention Scheme sees 50% of the business rates collected retained by the precepting bodies and 50% returned to central government. The previous government had announced plans to move towards 75% local retention of business rates from 2020/21, but this has not taken place with the Fair Funding Review being delayed.

Membership in the Pool has allowed the Council to maximise the benefits of public and private capital investment in the Borough which, in turn, has generated significant business rate growth. Furthermore, the Council has benefitted from investing more resources to ensure that business premises are identified and properly rated.

With the re-setting of business rates now expected as part of the Fair Funding Review, there is some doubt as to whether the Nottinghamshire Business Rates Pool will continue into 2026/27.

New Homes Bonus

The Council's income from New Homes Bonus (NHB) reduced considerably from a peak of £829k in 2016/17 to just £19k in 2021/22. The latest NHB allocation to Broxtowe for 2025/26 is £360k which aligns to the growth in domestic properties. This settlement did not benefit from earlier legacy payments which have now fallen out.

It is now anticipated that NHB will be discontinued from 2026/27 as part of the Fair Funding Review. For the purposes of the MTFS, it is assumed that some alternative funding will be provided to existing levels across the period. This assumption presents some risks to overall funding levels

Council Tax and the Tax Base

For the purposes of the MTFS, the Council Tax increases have been calculated based upon a 2% price increase. Any potential for further increases in Council Tax charges are considered further in the attached Business Strategy.

The Council Tax Base for 2026/27 will be presented to Cabinet on 27 November 2025. In recent years the Council Tax Base has increased by around 1% over the previous and this has been assumed again for the MTFS.

Local Government Reorganisation

The Medium-Term Financial Strategy has not taken any account of the impact of LGR. The projected end date of this latest MTFS is set to extend beyond the potential start date for any new unitary authority.

Food Waste Collections and EPR Funding

There has been no consideration of the revenue cost impact of the rollout of government policies relating to the new food waste collection services for commercial and domestic properties. For the purposes of the MTFS, it is assumed at this stage that any additional operating costs, both capital and revenue, will be met by a combination of New Burdens Grant Funding and allocations from the new Extended Producer Responsibility for Packaging (EPR) funding.

Other Funding Opportunities

The Council will continue to strive to make the most of funding opportunities available for both capital investment projects and ongoing revenue costs.

The Council was successful in bidding for the Government's Towns Deal funding to regenerate Stapleford, with £21.1m being secured for development projects in Stapleford over a five-year period. It was also successful in its bid for a significant grant allocation of £16.5m for investment in the 'Kimberley Means Business' regeneration project and allocations from the UK Shared Prosperity Fund.

The Council is a non-constituent member of the recently established East Midlands County Combined Authority (EMCCA), led by a regional Mayor, and will be seeking funding opportunities through EMCCA to support its regeneration and housing objectives.

The above demonstrates that the Council is striving to make the most of these funding opportunities for capital investment; working successfully in partnership to attract funding; and is at the forefront of some of the most strategic economic development opportunities in the East Midlands.

2. Housing Revenue Account (HRA)

The previous government announced that rents can be increased by CPI plus 1% each year from 2020/21 for the following five years. This was reflected in the annual update of the financial model that accompanies the 30-year HRA Business Plan. For 2025/26, the social housing rent cap for 2025/26 was 2.7%, based on the government's formula of the Consumer Price Index (CPI) in September 2024 plus 1%. This guidance may be subject to change and there has been no announcement, as yet, from the government as to what, if any, rent caps will be in place for 2026/27.

The 30-year HRA Business Plan is regularly reviewed. A progress update report on the Plan, including the HRA medium-term financial position, will be presented to Cabinet later in 2025/26.

In order to maintain a sufficient balance on the HRA it has been necessary to reduce costs or increase income. Alternative strategies have been developed, including changes in other sources of income, such as garage rents and leaseholder charges, reduction in management costs through, for example, returning to in-house provision of voids works and electrical testing and the re-phasing of planned capital expenditure over the lifetime of the plan.

The removal of the capital borrowing cap has allowed for new-build housing projects to be funded, subject to viability and business case. There are numerous variables which affect the financial model, including the level of capital receipts ('Right to Buy' property sales (RTB)) and new builds achieved over the next 30 years as well as changes in the level of interest rates and inflation. There is also significant extra pressure on the HRA budget caused by increased emphasis on regulatory compliance and higher legislative standards for buildings.

The Council has recruited a Housing Development Delivery Manager to accelerate the delivery of the approved housing delivery plan, which includes new-build, housing acquisitions and re-modelling of existing housing stock.

3. Capital Programme

There are regular updates provided to General Management Team and to Members on progress with the approved capital programme. This will occasionally include capital budget variation reports to Cabinet as required.

There is pressure on delivering the capital programme, with delays on schemes being attributed to a number of factors, sometimes beyond the Council's control. This includes a lack of internal resources (both financial and non-financial); a shortage of available contractors; supply chain issues; and the impact of price inflation in the construction industry.

There has also been a lack of capital resources, in terms of capital receipts and/or unrestricted grants that can be applied to General Fund schemes. This continues to limit progress with delivering some reserve schemes in the capital programme which have been unable to proceed at present due to the lack of a source of funds.

Whilst funding resources may not have been available, the General Fund capital programme has been boosted by significant capital grants earmarked towards economic regeneration schemes associated with the Stapleford Towns Fund, Kimberley Means Business and the UK Shared Prosperity Fund.

All new borrowing on both General Fund and HRA schemes, including Housing Delivery, needs to be prudential, affordable and sustainable. Any new scheme which requires prudential borrowing will be subjected to stringent review and will need to have a robust and supported business case before progressing. The base budget currently includes the anticipated borrowing costs for the existing capital programme.

Appendix 2

General Fund Financial Projections 2025/26 to 2029/30

	Revised Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000	Estimate 2028/29 £'000	Estimate 2029/30 £'000
BASE BUDGET	15,403	15,725	16,388	16,998	17,639
CHANGES TO BASE					
Revenue Developments	269	(158)	-	200	-
Inflation – Pay Award/JE Outcomes	40	485	320	327	333
Inflation – Energy and Fuel Prices	Included	30	23	21	21
Inflation – Price Others	Included	78	79	92	94
Increased Fees and Charges (General)	Included	(73)	(73)	(75)	(76)
Capital Borrowing Costs – MRP and Interest	13	301	261	75	1
BUDGET REQUIREMENT BEFORE SPECIAL EXPENSES	15,725	16,388	16,998	17,639	18,012
Beeston Special Expenses	26	26	26	26	26
BUDGET REQUIREMENT	15,751	16,414	17,024	17,665	18,038
FINANCED BY:					
NNDR Business Rates	4,610	6,790	6,910	7,032	7,157
NNDR Share of Previous Years Deficit	(35)	-	-	-	-
NNDR Section 31 Grants	2,754	Included	Included	Included	Included
NNDR Growth Levy/Safety Net to/from Pool	(1,491)	Included	Included	Included	Included
NNDR Returned Levy from Notts Business Rates Pool	850	Included	Included	Included	Included
Council Tax	6,862	7,069	7,283	7,503	7,729
CT Share of Previous Years Surplus	16	-	-	-	-
Gov't Grants - Revenue Support Grant	168	168	168	168	168
Gov't Grants - Recovery Grant	55	-	-	-	-
Gov't Grants - New Homes Bonus or similar	360	360	360	360	360
Gov't Grants – Funding Floor or similar	8	8	8	8	8
Beeston Special Expenses	26	26	26	26	26
TOTAL RESOURCES	14,183	14,421	14,755	15,097	15,448
DEFICIT/(SURPLUS) TO BE MET BEFORE MOVEMENT IN RESERVES	1,568	1,993	2,269	2,567	2,590
MOVEMENT IN RESERVES					
Movement into Earmarked Reserves	30	40	50	-	-
Movement from Earmarked Reserves	-	-	(132)	(200)	-
PLANNED (SURPLUS)/DEFICIT AFTER MOVEMENT IN RESERVES TO BE FUNDED FROM GENERAL FUND BALANCE	1,598	2,033	2,187	2,367	2,590

FORECAST BALANCES - 31 MARCH

General Fund Opening Balances

In-year Net Movement in Reserves

General Fund Closing Balances**BALANCE OF RESERVES**

Minimum Balance

Available Reserves

(Figures in **bold** - below minimum balance)

Earmarked Reserves Opening Balance

In-year Net Movement in Reserves

Earmarked Reserves Closing Balance

Revised Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000	Estimate 2028/29 £'000	Estimate 2029/30 £'000
5,590	3,992	1,959	(228)	(2,595)
(1,598)	(2,033)	(2,187)	(2,367)	(2,590)
3,992	1,959	(228)	(2,598)	(5,185)
1,500	1,500	1,500	1,500	1,500
2,492	459	(1,728)	(4,095)	(6,685)
3,047	2,991	3,031	2,949	2,749
(56)	40	(82)	(200)	30
2,991	3,031	2,949	2,749	2,749

Council Tax Base

Basic Council Tax

Change on previous year

35,568	35,924	36,283	36,646	37,012
£192.93	£196.79	£200.72	£204.74	£208.83
2.99%	2.0%	2.0%	2.0%	2.0%

Appendix 3

Business Strategy

Since 2015 the Council has developed a Business Strategy which is designed to ensure that it will be:

- Lean and fit in its assets, systems and processes
- Customer focused in all its activities
- Commercially minded and financially viable
- Making best use of technology.

A number of initiatives within the Business Strategy have been implemented and have resulted in either reduced costs or additional income and/or improved services for the Council.

The Business Strategy is complemented by the Commercial Strategy, which seeks to implement a more business-like approach to service analysis and delivery.

The latest refreshed Business Strategy proposals for 2026/27 are set out below and will be incorporated within the Medium-Term Financial Strategy once agreed. A number of these proposals will arise from discussions with officers and will require further detailed engagement and development.

Business Strategy Proposals

Proposal	Business Impact	Financial Impact
2026/27 Proposals		
Council Tax increase	Assuming the Government's Council Tax increase referendum limits are retained at the same level as recent years, then a Council Tax increase at £5 for a Band D equivalent equates to an increase of around 3% compared to the current MTFS forecast which includes a 2% rise for 2025/26. However, if the Government changes its referendum limits and allows districts to increase Council Tax up to 5%, then the further 2% increase would result in an additional £120k.	£60,000 additional income (MTFS assumes 2%, whilst £5 increase Band D provides to an additional 1% rise).
Council Tax Single Persons Discount	Following the successful completion of the Single Persons Discount review in 2025, it is expected that additional Council Tax income can be achieved.	£20,000 additional income

Proposal	Business Impact	Financial Impact
Council Tax discounts and exemptions	Completion of a review of Council Tax discounts and exemptions, including second homes and empty homes.	£80,000 additional income
Garden Waste Income	Scheme has seen a reduction in subscribers in recent years. Additional income will be generated by increasing service users with the price of the first bin being frozen at £45 per annum. This price is still within a mid-range across Nottinghamshire and is far lower than in other parts of the region. Further income will be generated by increasing the price of each additional bin from £26 to £30 per annum with no further attrition.	£10,000 additional income
Beeston Square Development Income	Rental income to include new operators in Phase 2 and a full review of the budget. Any additional income will be confirmed as part of the forthcoming budget setting process.	£50,000 additional income
Industrial Units Income	Planned increase in unit rents over a two-year period, but remaining below market rents.	£30,000 additional income
Environmental Enforcement Income	Additional net income collected by enforcement allocated to the Environment Services. This is subject to the current pilot scheme being extended for at least one year.	£10,000 additional income
Planning Income	Planning fees income in 2025/26 is expected to more than achieve its budget targets due to several larger schemes coming forward in this financial year. Although there are no expectations of similar larger schemes coming forward in 2026/27, it is likely that with appropriate planning fee increases, the baseline budget for income can be increased.	£50,000 additional income
Homelessness – Grant Income	Government grant allocated to assist the management of the homelessness service. This includes applying residual balances held by the Council in earmarked reserves.	£150,000 additional income

Proposal	Business Impact	Financial Impact
Bramcote Crematorium	Potential additional and new income streams from various initiatives being development following the implementation of the Bramcote Bereavement Services Marketing Strategy. The operational impact of the new cremators on energy usage is being monitored. The cost of fuel to heat the Crematorium offices and water should be completely offset by the introduction of the heat exchange system. Furthermore, the efficiencies derived from the new cremators should result in additional capacity which could in turn generate additional net income. The aim was for the cost of borrowing for the new cremators to be offset by energy savings and additional income generated. Fee income is directly impacted by the prevailing death rate in a competitive market. A rise in service fees and operational activity and efficiency could generate additional income to be shared with Erewash Borough Council.	£50,000 additional income
Staffing efficiencies	Leveraging technology with new systems and software, taking advantage of vacancies to restructure and save money, managing vacancies, reducing administration and reducing reliance on more expensive agency staff. Where possible, the Council will aim to bring together and consolidate services under fewer senior managers where turnover allows, and services can be improved. The General Fund (GF) establishment budget in 2025/26 is forecast to significantly underspend and over-achieve the £750k turnover target (4.9% of GF salary budget). In view of inflationary increases and growth in the overall establishment, it is recommended to increase the savings target to £800k (4.9% of the anticipated GF salary budget £16.3m).	£50,000 reduction in salaries spend with an increased savings target

Proposal	Business Impact	Financial Impact
Price inflation (non-contract)	The MTFS assumes a level of price inflation on premises, supplies and services budgets at 1% (energy and fuel budgets see a higher percentage and are shown separately), which adds around £60k to the base budget in 2026/27. There is an opportunity freeze those budgets at current levels, thereby challenging budget managers to absorb this inflationary cost within operational activity. The impact would be spread across the General Fund services.	£60,000 reduction in costs
Insurance – Premiums and Claims	The outcome of the insurance tender for the new policies from April 2024 was better than expected and has resulted in a budget saving for the General Fund, HRA and Liberty Leisure Limited. The target reductions have already been reflected in 2025/26 budgets. In addition, the Council can benefit from its positive risk management and effective claims handling arrangements and utilise Insurance Fund balances that may not be fully needed.	£80,000 release of Insurance Fund balances
Reshape the Leisure Offer	The current cost of the annual leisure management fee paid to Liberty Leisure Limited (LLL) is £269k. There is a proposal to reduce the management fee to £200k in 2026/27, reflecting the efficiency savings and sustained income levels achieved by LLL which follows an earlier review carried out by external partners. The full management fee was not taken in 2024/25, with one-third being retained by the Council in a Leisure Development Reserve. LLL held general reserves of £443k as at 31 March 2025. There will also be consideration of a revision to the company's operating model which may offer some potential tax efficiencies.	£70,000 saving from further reduction in the management fee

Proposal	Business Impact	Financial Impact
Parks – Park Attendants and Security	The Council currently uses the services of an external contractor to provide Park Attendant duties and security at several of its parks. With the development of an online sports bookings system and by utilising short-term agency cover, there are efficiency savings that could be generated for this service. A business case is being developed for the budget setting process.	£50,000 efficiency saving
Cemeteries	The Council uses an external contractor to provide a bin emptying service at the cemetery sites. An efficiency savings could be generated by utilising existing Grounds Maintenance teams that would also provide better resilience. This is being costed for the budget setting process.	£15,000 efficiency saving
Others	Anything out of the following: Licensing income? Land Charges income? Rental income from Regeneration projects Lower Mileage Costs? Reduced Overtime? Surveillance Contracts? Mayors Chauffeur? Any others?	None considered at this stage
Total 2026/27 additional savings and income identified		£835,000
Additional savings and income proposals considered – no financial targets recommended in 2026/27		
Business Rates Growth	In recent years, an assessment of a reasonable target of Business Rates growth would be built into the Business Strategy based on the latest economic forecasts, local knowledge and estimated performance of property inspectors. The resetting of Business Rates that will accompany the Government's Fair Funding Review will remove the ability to release the benefits of this growth in 2026/27.	Nil

Proposal	Business Impact	Financial Impact
Procurement	Re-packaging and tendering contracts will bring efficiencies and potential savings for both revenue and capital budgets.	Revenue and capital budget savings
Car Parking Income	No significant fee increases are prosed for general pay and display tariffs for 2026/27. This has provided a useful source of additional income for the Council in recent years. Demand for specific sites will continue to be monitored to ensure that tariffs remain appropriate.	None considered at this stage
Trade Waste Income	No additional income should be expected as the introduction of food waste for trade waste customers is likely to have an initial revenue cost which will negate any planned increase. Further analysis is being undertaken, and a marketing strategy will be developed, to ensure that the Council is meeting its operating costs and remains competitive in this market.	None considered at this stage
Leasing of Council Offices	Lease of the refurbished office space to public, voluntary or private sector organisations, taking advantage of businesses re-locating out of other nearby office buildings. Further opportunities for letting will be investigated following the refurbishment of the reception area.	None considered at this stage
Grant Aid to Parish and Town Councils	A review of grant aid provided to parish and town councils, and consideration of bid writer to support parish and town councils accessing various external grants thereby allowing a reduction in grants (current budget at £20k).	None considered at this stage
Housing - Lifeline Income	Potential income from the additional marketing of lifeline. No further income targets for this service.	None considered at this stage
Homelessness – Reduce Bed and Breakfast	Effective management of homelessness with the aim of reducing the use of bed and breakfast accommodation may generate a saving on the base budgets. No savings targets proposed for this service.	None considered at this stage

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Report of the Portfolio Holder for Resources and Personnel Policy

Capital Programme 2025/26 – Capital Budget Variations

1. Purpose of Report

To approve a series of budget revisions to the Capital Programme for 2025/26, in accordance with all the Council's priorities.

2. Recommendation

Cabinet is asked to RESOLVE that the capital budget variations for 2025/26 as set out be approved.

3. Detail

The Capital Programme for 2025/26 to 2027/28 was approved by Council on 5 March 2025 following recommended by Cabinet on 4 February 2025. The total value of the original Capital Programme for 2025/26 was £34.966m (£32.484m excluding 'reserve items').

Several capital schemes require amendments to the budgets to more accurately reflect expectations in the current financial year. In all cases the capital financing will not be adversely affected with schemes either being funded by capital grants or through previously agreed prudential borrowing which will be adjusted accordingly to match spends.

These schemes include Disabled Facilities Grants and Capital Works for both the Housing and General Properties. These are set out in the **Appendix** which includes the proposed amendments to the current Capital Programme together with likely financing that will be confirmed at the end of the financial year.

Any further changes to the Capital Programme will be reported to Cabinet as necessary for approval.

4. Key Decision

This report is not considered 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 financial implications are included in the report narrative and appendices.

7. Legal Implications

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

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

8. Human Resources Implications

There were no comments from the Human Resources Manager.

9. Union Comments

Not applicable.

10. Climate Change Implications

The Council's response to Climate Change is a key consideration as part of the budget setting process.

11. Data Protection Compliance Implications

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

12. Equality Impact Assessment

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

13. Background Papers

Nil.

Appendix

Capital Programme 2025/26 – Proposed Capital Budget Changes**1. Disabled Facilities Grants and Warm Homes on Prescription**

The Capital Programme for 2025/26 includes a budget of £800,000 for Disabled Facilities Grants (DFG), including the Warm Homes on Prescription scheme (WHOP). This scheme provides grants to improve facilities for disabled people living in private sector dwellings. The budget is financed by Nottinghamshire County Council through the Better Care Fund (BCF). A further £590,150 (DFG) and £76,500 (WHOP) was carried forward from unspent budgets in 2024/25.

The Council has since received confirmation of its DFG budget for 2025/26. An allocation from the BCF of £1,220,946 is now expected (less £114,713 retained as the Council's contribution to the handyperson scheme managed by the County Council on behalf of all Nottinghamshire districts). The finalised budget brought forward from 2024/25 is £751,576. This gives a total rounded budget of £1,857,800, with the proposed split of £1,782,800 for DFG and £75,000 for WHOP. The additional £391,150 will be recognised in the Capital Programme and be fully funded by capital grants (BCF).

DFG Schemes	Approved Budget 2025/26 £	Budget Brought Forward £	Total Budget 2025/26 £	Revised Budget 2025/26 £
Disabled Facilities Grants	800,000	590,150	1,390,150	1,782,800
Warm Homes on Prescription	-	76,500	76,500	75,000

2. Housing Capital Works

The Council is committed to the timely delivery of improvements to its social housing stock. Capital investment is key to achieving this and the approved budget for 2025/26 includes over £11.8m of HRA capital works schemes.

In order to enable the effective planning and delivery of housing investment programmes, the Council is moving towards a position where all investment must be made through data-led decisions and be based on standard lifecycle criteria. The capital works programme should be identified by examining stock condition data and understanding the serviceable life of key components. The Council is committed to updating stock condition data through the completion of individual surveys to each of its 4,300 HRA owned dwellings. This work is progressing and, going forward, the Council shall be undertaking stock condition surveys on around 20% of its stock annually to ensure that datasets are refreshed every five years.

In the meantime, following a line-by-line review, it is proposed to revise the following budgets in this cycle. These variations highlight the dynamic nature of capital investment and the need to adjust plans based upon evolving needs, especially in the immediate transition to a more data led approach to stock investment.

- Transfer £250,000 budget from 'Decent Neighbourhoods' to 'Aids and Adaptations'. This will support the backlog of work from occupational therapist referrals in addition to increased current and forecasted demand. This budget is reactive which can make forecasting difficult. The Aids and Adaptations Policy is scheduled for review next year and once updated, the Council will be in a better position to forecast this budgets more accurately, with clearer guidance on the types of works that can be undertaken.
- Transfer £200,000 budget from 'Modernisations' to 'Boiler Replacement'. The boiler replacement programme was reduced this year pending the completion of stock condition data, with the work stream being based on 250 units. However, boiler breakdowns requiring replacements have increased more than anticipated, with 149 already experienced by August 2025. A further 250 boiler breakdowns are now anticipated to occur before March 2026 based on the current trend, so the additional budget will ensure coverage of these works throughout the winter months. The modernisations budget will not be fully required due to a slightly reduced programme this year pending full stock condition data being obtained.
- Transfer £100,000 budget from 'Pre-Paint Repairs, Soffit and Fascia Renewal and Redecoration' to 'Structural Remedial Repairs'. Pre-paint and associated external repairs have largely been incorporated into the 'Decent Neighbourhoods' budget so will not be used going forward. The Structural Remedial Repairs is a reactive budget for major structural issues arising within the stock. The referrals received have led to some extensive work, including a 75m long, 2m high retaining wall at Scargill Walk that will require a full rebuild at £170,000. This will take a significant portion of the budget and could limit any potential new works. The budget transfer should provide the necessary coverage across the housing stock for the remainder of the financial year.

There will be no changes to capital financing arrangements, with these net budget virement have a nil impact on the overall budget.

Capital Works – HRA Schemes (Changes)	Approved Budget 2025/26 £	Revised Budget 2025/26 £
Housing Modernisations	270,000	70,000
Heating Replacements and Energy Efficiency Works - Boiler Replacement	650,000	850,000
Pre-Paint Repairs, Soffit and Fascia Renewal and Redecoration	120,000	20,000
Structural Remedial Repairs	150,000	250,000
Decent Neighbourhoods	1,460,000	1,210,000
Aids and Adaptations - Disabled Persons Works	385,000	635,000

3. Capital Works – Craft Workshops

The capital programme includes a project relating to roof repairs, roof insulation and external painting at the Craft Workshops in Eastwood. Since the initial budget submission, the costs of materials, scaffolding and labour have increased costs beyond the original budget of £40,000.

The property is in a conservation area the method and materials need to be appropriate. The works are required to remedy repair matters that are apparent on inspection and ensure that there is no deterioration to the assets. It is envisaged that the insulation will improve energy efficiency and allow the continued letting of the units.

The cost of works is quoted at £56,000. The necessary budget uplift will be funded by virement from two other schemes, namely utilising a £3,000 underspend on the Queen Elizabeth Pavillion Cladding scheme and £13,000 from the Beeston Square Phase 2 Fitting Out Works budget.

Capital Works – General Fund Schemes	Approved Budget 2025/26 £	Revised Budget 2025/26 £
Craft Workshops	40,000	56,000
Queen Elizabeth Pavillion – Cladding	30,000	27,000
Beeston Square Phase 2 Unit 4 – Fitting Out Works	150,000	137,000

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Report of the Portfolio Holder- Economic Development and Asset Management

Asset Management Strategy - Full Document

1. Purpose of Report

The Asset Management Strategy has now been refreshed and ready for approval in accordance with the Council's Corporate Priority of Housing – a good quality home for everyone.

2. Recommendation

Cabinet to RESOLVE to approve the Asset Management Strategy.

3. Detail

Two key objectives within the Corporate Plan are to:

- Build more houses, more quickly on under used or derelict land
- Invest to ensure our homes are safe and more energy efficient.

The Asset Management Strategy (AMS) sets out how we plan to fully utilise assets held within the Housing Revenue Account (HRA), how all Council housing will achieve the Decent Homes Standard and how all dwellings are to meet climate standards.

Appendix 1 includes the Asset Management Strategy, which has been developed in alignment with the recently approved 'Compass'. **Appendix 2** includes the action plan that details the short, medium and long-term actions required to implement the strategy. **Appendix 3** includes 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, as it will result in the Council incurring revenue or capital expenditure or savings of £250,000 or more and be significant in terms of its effects on communities living or working in an area comprising two or more Wards or electoral divisions in the Council's area.

5. Updates from Scrutiny

Policy Overview Working Group scrutinised the policy on the 2nd of October 2025. Feedback included:

- Ensuring all legal and other policies are referenced

- Clarification of which officer is responsible for the actions within this strategy
- Referencing the Housing Delivery Plan regarding our new build standards aligned to energy efficiency

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

- Clarification on the definition of the sale of surplus land policy and opportunities to build on surplus land
- Identifying the risk of administration required to implement and monitor all the actions
- Ensuring heating methods are fit for purpose
- Clarification on the projected waiting list forecasts

Further feedback was shared at Chairs Briefing on 21st October, which included:

- Re-emphasise building more homes to meet the needs of the local community
- More focus on the data led approach to meet need and statutory requirements.

All necessary amendments from the feedback have been made.

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 with current activities being contained within existing capital and revenue budgets. Any significant budget implications going forward, over and above virement limits, would require approval by Cabinet.

The Deputy Chief Executive and Section 151 Officer will continue to work closely with the Asset Management and Development team, in considering revenue and capital budgets requirements as part of the annual budget setting process. It is vital that the ambitions of the Council in terms of its Asset Management Strategy are carefully managed, and the financial risks mitigated and incorporated into the Council's Medium-Term Financial Strategy.

7. Legal Implications

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

The purpose of an Asset Management strategy is to ensure that the Council uses and manages its housing stock to meet its needs and objectives. It is good practice for the Council to have an Asset Management strategy. The Council has a statutory duty under Section 8 of the Housing Act 1985 to consider housing conditions in its area and the needs of the area with respect to the provision of

housing accommodation. The regulator of social housing derives its powers from the Housing and Regeneration Act 2008 and one of its stated objectives is to undertake economic regulation of providers of social housing, focusing on governance, financial viability, and value for money.

Furthermore, section 123 of the Local Government Act 1972 permits disposal of land for best consideration reasonably obtainable. Legal services should be engaged on disposals, acquisitions and/or agreements arising from this strategy to ensure there is compliance with the Council's statutory, governance and contractual obligations.

8. Human Resources Implications

The comments from the Human Resources Manager were as follows:

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

As this is a change to strategy / a new policy an equality impact assessment is included in the appendix to this report.

13. Background Papers

Nil.

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Asset Management Strategy

Document title	Asset Management Strategy (2025-2030)
Document version	1.4
Department	Asset Management & Development
Title of Author	Assistant Director of Asset Management and Development
Date document approved	04/11/25
Review cycle	1 year
Date of next review	03/11/26

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1. Introduction

Strategic Overview

Broxtowe Borough Council presents this comprehensive Asset Management Strategy to deliver transformational improvements to our housing services and community outcomes. This strategy establishes the operational framework for managing circa. 4,400 homes and delivering 250 new affordable homes over the next five years.

Key Commitments

- Circa. 4,400 homes under strategic management
- 250 new affordable homes delivery target (2025-2031)
- £ 47 million capital investment programme
- Comprehensive governance framework for Cabinet accountability

Strategic Framework

This strategy aligns with our Corporate Plan, Housing Strategy, Housing Delivery Plan, and Climate Change Strategy to deliver imaginative, effective housing solutions that meet community needs and support sustainable development.

2. Overview

Document Purpose and Scope

Guided by our GREAT values – Going the extra mile, Ready for change, Valuing Employees, Always Improving, and being Transparent – this is not just another strategy document destined for a dusty shelf. This is our unshakeable commitment to the people of Broxtowe. It is a declaration of intent, forged from a deep understanding of our communities and a passionate drive to deliver not just houses, but high-quality, secure, and truly affordable homes that form the bedrock of thriving lives. We understand that the right home is transformational—it impacts health, wellbeing, opportunity, and the very fabric of our community.

We own our housing stock, a precious position that comes with profound responsibility. We refuse to simply manage decline or tinker at the edges. Our ambition is clear: to lead, to innovate, to act with entrepreneurial urgency, demonstrating we are ready for change and committed to going the extra mile, and to actively drive forward the provision of outstanding social housing that meets the real, evolving needs of our residents—now and for generations to come.

We will overcome obstacles, cut through delays, and find creative solutions because the human cost of inaction is too high. We recognise the challenges: an aging population requiring adaptable and accessible homes, the urgent need for decarbonisation, and the increased cost of living. But we see these not as obstacles, but as catalysts for action.

Driven by our value of Always Improving, this strategy outlines how we will tackle these head-on, investing wisely, building intelligently, spotting opportunities, and replacing housing that no longer serves its purpose with modern, efficient homes—sometimes on the same footprint, sometimes increasing provision where possible. This plan is our roadmap for delivery. It demands collaboration across the Council and with our partners—breaking down silos to achieve shared goals, recognising that our valued employees are key to this success. It requires data-driven decisions balanced with social value, acting with transparent clarity and never losing sight of the people behind the numbers. It mandates innovation, a relentless focus on quality and tenant satisfaction, and the agility to seize opportunities as they arise.

We are not just maintaining assets; we are investing in people. We are building more homes to meet the needs of our local community where families can flourish, where older residents can live with dignity, and where our communities can grow stronger. This is our purpose. This is our pledge. This strategy details how we will make it happen, quickly and effectively.

Strategic Approach and Framework

The Asset Management Strategy represents a fundamental shift towards evidence-based, measurable housing delivery that positions Broxtowe Borough Council as a leader in innovative and effective asset management. Our approach recognises that effective asset management requires more than traditional property maintenance—it demands strategic coordination across multiple functions, systematic delivery mechanisms, and robust accountability structures.

This strategy bridges the gap between strategic ambition and practical delivery through a proven framework that ensures every action contributes to measurable outcomes for residents and communities. The rationale for this comprehensive approach stems from the complex challenges facing social housing providers today: increasing demand, rising construction costs, regulatory pressures, and climate change obligations. Traditional approaches are insufficient to address these interconnected challenges. Our strategy provides a systematic framework for navigating complexity while maintaining focus on core outcomes: delivering more homes, improving existing stock, and creating sustainable communities.

OKR Framework Explanation

At the heart of our strategic approach lies the Objectives and Key Results (OKR) framework, a methodology that translates strategic vision into measurable action. This framework provides clarity, accountability, and systematic progress tracking across our comprehensive asset management programme.

Our strategy is structured around 6 strategic objectives supported by specific actions, creating a comprehensive delivery framework that spans foundation work, core delivery, and optimisation phases. Each objective represents a critical component of our asset management mission, while the actions provide detailed operational guidance for systematic implementation.

The OKR structure operates through three implementation phases: Foundation, establishes governance structures and operational frameworks; Delivery, focuses on scaling housing delivery and improvement programmes; and Scale & Optimize, emphasizes continuous improvement and performance optimisation. This phased approach ensures that foundational elements are secure before scaling delivery, minimizing risk while maximizing impact.

Each objective includes measurable Key Results that define success criteria and enable progress tracking. For example, Objective 1 (Delivering More Homes People Need, Imaginatively and Effectively) includes Key Results ranging from governance establishment to annual housing delivery targets of 250 new homes over five years. This structure ensures that strategic ambitions translate into concrete, measurable outcomes with clear accountability.

Consultation and Development Process

This strategy has been developed through extensive consultation with internal stakeholders (including the Housing Influence Panel), drawing on expertise across housing, development, finance, and strategy functions. The development process incorporated lessons learned from previous housing delivery programmes, best practice research, and detailed analysis of local housing needs and market conditions.

Our evidence base includes comprehensive analysis of housing stock condition, demographic trends, and strategic alignment with the Corporate Plan 2025-2030, the Housing Strategy, Housing Delivery Plan 2025-30, and Climate Change and Green Futures Strategy. This multi-source approach ensures that strategic decisions are grounded in robust evidence while maintaining alignment with broader council objectives.

The consultation process revealed consistent themes around the need for systematic delivery mechanisms, enhanced governance structures, and improved performance monitoring. Stakeholders emphasised the importance of sustainable capacity building, strategic partnerships, and evidence-based decision making. These insights have been incorporated throughout the strategy, ensuring that operational approaches reflect organisational learning and stakeholder priorities.

Document Structure and Implementation Context

This document provides both strategic overview and practical implementation guidance. Section 4 presents background context including regulatory environment and strategic alignment. Section 5 details the six strategic objectives, presenting rationale, key results, and implementation actions. These sections form the core strategic commitment and operational delivery framework. Final sections address performance management, financial planning, risk management, and year one implementation.

Implementation commences following Cabinet approval, structured across three phases: Foundation, Delivery, and Scale and Optimise. This phased approach establishes robust foundations before scaling delivery to achieve maximum impact. Following Cabinet approval, immediate next steps include establishing programme governance, finalising resource allocation, and commencing Foundation phase activities. Regular progress reporting ensures transparency and accountability whilst enabling responsive management of delivery challenges and opportunities.

3. Background

Corporate Plan Alignment: Delivering Strategic Priorities

Our Asset Management Strategy operates as a cornerstone delivery mechanism for the Corporate Plan 2025-2030, directly contributing to multiple strategic priority areas through measurable outcomes and comprehensive implementation frameworks.

Housing and Regeneration Leadership

The Corporate Plan establishes housing delivery as a fundamental priority, with our Housing Delivery Plan setting out "the approach for the next five years (2025-2030) to deliver up to 250 new affordable, high-quality homes for our residents." This Asset Management Strategy provides the operational backbone for this ambitious commitment, establishing governance structures that require Cabinet approval for strategic housing delivery commitments and ensuring accountability through quarterly oversight arrangements.

Our strategic focus on council-owned sites, particularly garage sites (delivering 4-6 units per site), demonstrates systematic asset utilisation that maximises public asset value while meeting community needs. The comprehensive acquisition programme targeting 10 properties annually further reinforces our commitment to expanding affordable housing stock through strategic site utilisation and evidence-based decision making.

Housing Strategy Integration: Operational Enablement

Our Asset Management Strategy functions as the primary operational delivery mechanism for the Housing Delivery Plan 2025-30, providing comprehensive frameworks that enable systematic housing delivery and strategic growth capacity. New build development remains our primary delivery method, focused on council-owned sites, and our Asset Management Strategy provides the operational infrastructure necessary for systematic site identification, development capacity building, energy efficiency standards and delivery optimisation. The garage site development plan (currently being developed) will provide strategic site assessment capabilities, while permanent recruitment to the Housing Delivery Manager ensures dedicated leadership capacity for programme scaling.

Strategic partnerships with Homes England provide up to 40% grant funding per unit, with examples of £75,000 per unit support for affordable housing development. Our strategic positioning for Section 106 partnerships enables the Council to step in where Housing Associations cannot deliver, while comprehensive funding strategies target 30-40% grant funding for scheme costs to reduce borrowing requirements and improve financial sustainability.

Our comprehensive approach to portfolio management includes regular assessment of asset performance, ensuring that every property in our portfolio contributes effectively to meeting housing needs while maintaining financial sustainability.

Climate Strategy Contribution: Housing Decarbonisation Leadership

The Council's Climate Change and Green Futures programme positions housing decarbonisation as a critical contributor to corporate carbon reduction targets, with our Asset Management Strategy providing concrete delivery mechanisms for environmental commitments.

Our comprehensive renewable energy deployment includes specific measurable targets: 460 solar panel installations across housing stock and 51 heat pump installations to deliver renewable energy generation. These concrete commitments, supported by minimum £530k annual external grant funding, demonstrate systematic approach to housing decarbonisation while reducing long-term operational costs for both residents and the Council.

The Retrofit RoadMap implementation across council housing stock provides structured approach to property-by-property decarbonisation, ensuring all Council stock has current Energy Performance Certificates to enable targeted interventions. Our fabric-first retrofit approach targeting EPC C+ ratings by 2030 directly contributes to corporate net zero commitments while improving heating affordability for residents.

Housing Delivery Plan Alignment: Strategic Growth Capacity

This Asset Management Strategy directly enables the Housing Delivery Plan's ambitious targets through systematic operational frameworks and resource allocation. Our strategic approach to building more homes to meet the needs of our local community and achieving consistent annual delivery of 50+ homes requires comprehensive capacity building through operational enhancement, process optimisation, and strategic resource allocation. The Asset Management Strategy enables this scaling through permanent staffing structures, comprehensive data governance frameworks, and partnership optimisation that maximizes grant funding opportunities.

4. Asset Management Objectives

4.1. Delivering More Homes People Need, Imaginatively and Effectively

Objective Overview

The Council's primary housing delivery objective represents a fundamental commitment to addressing the critical housing needs of our community through innovative, sustainable, and strategically coordinated approaches. This objective of building more homes to meet the needs of our local community encompasses our ambitious target to deliver 250 new affordable, high-quality homes over the five-year period from 2025-2030, scaling from an initial delivery of 35-50 homes annually to a consistent 50+ homes per year by 2026.

Our strategic approach recognises that effective housing delivery requires more than simply increasing numbers; it demands a comprehensive understanding of local housing needs, innovative delivery mechanisms, and sustainable governance frameworks. The objective is deliberately designed to be both ambitious and achievable, reflecting our commitment to transforming housing opportunities for residents while maintaining the highest standards of quality, accessibility, and environmental responsibility (please refer to section 4.4 for specific climate-focussed information).

Central to this objective is the principle of delivering homes "imaginatively and effectively." This means exploring innovative procurement methods, developing strategic partnerships with Registered Providers and developers, maximising the use of Section 106 opportunities, and ensuring that our new homes meet the most critical housing needs identified through our dynamic housing analysis processes.

Immediate Foundation Actions (September 2025 - February 2026)

Before we can scale delivery, we must establish the governance structures and frameworks that will enable consistent success. These immediate actions form the critical foundation for our housing delivery programme:

Governance and Leadership:

- Gain Cabinet approval for Housing Delivery Programme governance structure by Dec 2025 (Assistant Director Asset Management)
- Recruit permanent Housing Delivery Manager and create Development Officer role by Dec 2025 (Assistant Director Asset Management)
- Review and refresh Housing Delivery Plan Development strategy by September 2025 (Assistant Director Asset Management) - completed

Policy and Planning Frameworks:

- Create Design Quality Framework for Council-built homes by February 2026 (Development Team)
- Develop cross-departmental S106 tracking and allocation protocol with GIS system by Feb 2026 (Development Team)

- Agree list of approved Registered Providers to deliver affordable housing by February 2026 (Development Team / Housing Strategy Team)

Financial and Procurement Systems:

- Put clear long-term procurement methods in place for housing delivery partnerships by February 2026 (Development Team)
- Create Sale of Surplus Land policy framework to support housing delivery by February 2026 (Development Team)
- Refresh the Acquisitions policy including market analysis and financial criteria by February 2026 (Development Team)

Delivery Phase Actions (February 2026 onwards)

Housing Delivery Scale-Up:

- Deliver 250 new affordable homes over five years (2025-2030) scaling from 35-50 homes annually to 50+ homes (Development Team)
- Develop council-owned sites systematically (4-6 units per garage site) (Development Team / Capital Works Manager)
- Run strategic acquisitions programme targeting 10 properties annually (Development Team / Housing Strategy Team)

Partnership and Innovation:

- Use Section 106 partnerships positioning Council as provider of last resort (Development Team / Housing Strategy Team)
- Continue to build positive working relationships with developers and Registered Providers (Development Team / Housing Strategy Team)
- Deliver specialist housing for disabilities, veterans, and dementia care (Development Team / Housing Strategy Team)

Quality and Standards:

- Support delivery of new homes to 100% Nationally Described Space Standards (NDSS) including Council's own developments (Development Team / Planning Team)
- Create comprehensive tenant feedback systems including new build surveys (Development Team)

Scale & Optimise Phase Actions (2027 onwards)

- Achieve consistent annual delivery of 50+ homes through scaled mechanisms (Development Team)
- Build advanced partnership arrangements for larger-scale joint delivery (Development Team)
- Optimise funding relationships and maximize grant income (Development Team / Finance Team)

Key Results

- KR 1.1: Annual net increases in socially rented and shared ownership homes
- KR 1.2: Opportunistic acquisitions through innovative routes
- KR 1.3: Accessible homes meeting 100% NDSS
- KR 1.4: Year-on-year improvement in tenant satisfaction (in line with the Housing Strategy)
- KR 1.5: Secure external grant funding

- KR 1.6: Dynamic monitoring and strategic response to Right-to-Buy impacts
- KR 1.7: Establish sustainable delivery capacity through permanent leadership

4.2. Ensuring Every Home is Safe

Objective Overview

Broxtowe Borough Council's commitment to ensuring every home is safe represents a fundamental obligation to residents and a cornerstone of responsible social housing management. This objective embodies our unwavering commitment to regulatory compliance, tenant safety, and quality homes that provide secure foundations for family life and community wellbeing.

Central to this objective is our comprehensive response to Awaab's Law and the enhanced regulatory framework established by the Regulator of Social Housing's Consumer Standards. The tragic circumstances surrounding Awaab's Law have fundamentally reshaped the social housing sector's approach to damp, mould, and housing quality management. The Council recognises that compliance with these standards is not merely a regulatory requirement but a moral imperative to protect tenant health and wellbeing.

Our strategic approach encompasses multiple dimensions of housing quality and safety. We are committed to establishing robust compliance frameworks that ensure every home meets safety standards while maintaining the highest standards of home quality throughout every tenancy. This includes systematic approaches to damp and mould management, in line with the damp and mould policy.

In shaping our approach to building safety, we are guided by the lasting impact of the Grenfell Tower fire and the significant reforms that followed. This deeply tragic event highlighted the urgent need for stronger safety standards, clearer accountability, and a renewed focus on resident voice and wellbeing. In response, legislation such as the Building Safety Act 2022 and the Social Housing (Regulation) Act 2023 have introduced a more robust regulatory framework. The Council is committed to embedding these principles into our asset management practices, recognising that ensuring safe, high-quality homes is both a legal responsibility and a vital part of rebuilding trust with our communities.

We recognise the ongoing presence of asbestos in many older homes and the importance of managing it safely. Although its use was banned in 1999, asbestos remains in some building materials, particularly in properties built before the 1980s. The Council follows a clear management plan in line with national regulations, ensuring regular checks and safe handling where needed. Our priority is to minimise risk and maintain safe, well-managed homes for all residents.

The Council is also preparing for the introduction of new electrical safety regulations, which will come into full effect for existing tenancies in May 2026. We will continue to remain vigilant in managing water safety risks in our Independent Living Schemes.

Immediate Foundation Actions (September 2025 - onwards)

Safety and Compliance Foundations:

- Put comprehensive regulatory compliance framework in place ensuring every home meets safety standards (Assistant Director Housing / Assistant Director Asset Management and Development)
- Meet Regulator of Social Housing Consumer Standards maintaining 100% compliance (All relevant Housing and Asset Management teams)

Stock Assessment and Planning:

- Complete stock condition surveys and plan appropriate actions based on outcomes by July 2026 (Capital Works Manager)
- Continue the boiler repair vs replacement programme (Capital Works Manager)
- Confirm the approach to the remaining schemes that have been identified as unsuitable for Independent Living

Health and Safety Improvements:

- Continue to make systematic improvements to damp and mould management tackling root causes (Housing Repairs Team)
- Provide rapid assessment and action plans for 100% of mould reports within Awaab's law timescales (Housing Repairs Team)

Service Quality Enhancement:

- Continue to improve the housing repairs service (Housing Repairs Team / Capital Works Manager)
- Continue to learn from the management insight via the recently upgraded telephone system and introduce customer portal for improved accessibility (Housing Repairs Team)
- Continue to improve on reducing void times enabling faster transitions from temporary accommodation (Housing Repairs Team / Housing Operations)

Standards and Quality:

- Maintain Council's Decent Homes Standard across all properties throughout tenancies (Capital Works Manager)
- Respond to consultations on Decent Homes Standard for private sector (Private Sector Housing Team)
- Run new five-year Capital programme to systematically update home components (Capital Works Manager)

Homelessness Prevention:

- Increase temporary accommodation units in Borough to meet growing demand, as per homelessness strategy (Housing Operations Team)
- Continue meeting South Nottinghamshire Homeless and Rough Sleeper Strategy actions (Housing Operations Team)

Scale & Optimise Phase Actions (2027 onwards)

- Use contractor relationships and market knowledge for cost-effective procurement (Capital Works Manager / Development Team)

Key Results

- KR 2.1: Reduce structural damp cases in line with the damp and mould policy

- KR 2.2: Provide rapid assessment and action plans for 100% of mould reports per Awaab's Law
- KR 2.3: Achieve consistent improvement in tenant satisfaction with home quality and repair responsiveness
- KR 2.4: Maintain 100% statutory landlord safety compliance proactively
- KR 2.5: Ensure every home meets Decent Homes standards throughout tenancy
- KR 2.6: Use evidence-based component lifecycle policy balancing cost, quality, and environment
- KR 2.7: Achieve unit costs for planned works in top quartile versus national comparators
- KR 2.8: Achieve 10% year-on-year reduction in adaptation waiting times
- KR 2.9: Prevent homelessness through increased temporary accommodation and support services

4.3. Transforming all Stock into Homes Fit for Modern Lives, Sensitive and Efficiently

Objective Overview

The Council's third strategic objective represents a comprehensive commitment to maximising the potential of our existing housing stock through strategic transformation, optimisation, and sensitive modernisation approaches. This objective encompasses our ambition to accelerate the average asset replacement cycle time by 15%, ensuring that every property in our portfolio contributes meaningfully to meeting contemporary housing needs while maintaining environmental sustainability and community cohesion.

Our approach recognises that effective asset transformation requires more than routine maintenance; it demands strategic vision, data-driven decision-making, and systematic approaches to property optimisation. The objective is designed to balance the imperative for modern living standards with the need for sensitive, community-conscious development that respects existing neighbourhoods while creating homes that truly serve residents' evolving needs.

It is our desire to retain our current housing stock. Therefore, our approach to asset optimisation is to recognise poorly performing, unaffordable or housing assets which are struggling to fulfil their purpose, and strategically discuss options to maximise value for money, improve performance and /or generate reinvestment funds to improve and grow our housing portfolio. This strategic conversation could potentially create capital receipts to fund new housing acquisition through both S106 and open market routes, reduces liabilities connected to maintenance and compliance, and supports regeneration and community outcomes including economic and environmental wellbeing.

Immediate Foundation Actions (September 2025 - February 2026)

Asset Transformation Governance:

- Put comprehensive asset transformation governance in place ensuring strategic resource allocation (Assistant Director of Asset Management and Development)
- Create agreed methods to test viability of each scheme assessment (Development Team / Finance Team)

Delivery Phase Actions (February 2026 onwards)

Stock Optimisation:

- Review every void property for remodeling suitability to meet housing need (Housing Operations / Housing Repairs / Capital Works)

Strategic Asset Utilisation:

- Review and improve Empty Homes Strategy to maximize stock utilisation (Private Sector Housing Team)
- Refresh Home Release Scheme to optimise housing stock utilisation (Housing Operations Team)
- Undertake regular strategic reviews of the housing portfolio to identify assets that are poorly performing or struggling to fulfil their purpose, developing options appraisals that consider all available strategies to maximise value for money and support portfolio growth (Development Team).

Key Results

- KR 3.1: Accelerate average asset replacement cycle time by 15% from an agreed baseline
- KR 3.2: Establish property investment thresholds ensuring strategic resource allocation and maximum portfolio value

4.4. Creating Warmer, Energy Efficient and More Affordable Homes for a Sustainable Future

Objective Overview

The Council's climate-focused housing objective represents a transformative commitment to environmental leadership through comprehensive decarbonisation of our housing stock, positioning our housing programme as a cornerstone of the borough's Climate Change and Green Futures strategy. This objective encompasses our ambitious targets to achieve EPC Band C+ ratings for all technically and economically viable council homes by October 2030, while delivering renewable energy or energy efficiency improvements to our housing stock through comprehensive retrofit programmes.

Our strategic approach recognises that creating warmer, more energy-efficient homes requires systematic coordination across multiple delivery mechanisms, from foundational energy assessment programmes through to large-scale renewable energy installations. The objective is deliberately designed to deliver measurable environmental impact while reducing energy costs for residents, demonstrating that climate action and resident welfare are complementary rather than competing priorities.

Immediate Foundation Actions (September 2025 - February 2026)

Climate Programme Governance:

- Gain Cabinet approval for Climate Change Programme governance with sustainability requirements (Assistant Director Housing Services / Climate Change Manager)
- Make sure all Council stock has a current Energy Performance Certificate (EPC) by February 2026 (Capital Works Manager)

Research and Planning:

- Research sustainable methods of construction for new build Council houses (sustainable materials, reducing water and conserving energy) (Climate Change Manager)
- Look into alternative technologies to conventional heating systems (Capital Works Manager / Climate Change Manager)

Delivery Phase Actions (February 2026 onwards)

Renewable Energy Installation:

- Install 460 solar panels and 51 heat pumps across housing stock (Capital Works Manager)
- Complete smart meter installation programme (Capital Works Manager / Energy Team)
- Install hydrogen ready boilers across the housing stock (Capital Works Manager)

Energy Efficiency Improvements:

- Secure minimum £530k annual external grant funding for energy efficiency improvements (Capital Works Manager)

- Start loft insulation programme on properties identified through stock condition reports (Capital Works Manager / Climate Change Manager)
- Create an energy efficient replacement programme for all appliances in social spaces (Capital Works Manager / Modernisation Manager)

Climate Programme Implementation:

- Continue implementing Council's Climate Change and Green Futures programme across housing (All Teams / Climate Change Manager)
- Look into options for renewable energy e.g. solar panel installation on building roof tops (Capital Works Manager)
- Check and review heating settings across Independent Living properties (Capital Works Manager / Independent Living Team)

Scale & Optimise Phase Actions (2027 onwards)

Comprehensive Retrofit:

- Put Retrofit RoadMap into action providing systematic property-by-property improvements (Capital Works Manager / Assistant Director Environment Services)
- Make sure Borough residents know about and are signposted to appropriate retrofit funding (Capital Works Manager / Assistant Director Environment Services)
- Achieve consistent high-volume renewable energy delivery (Capital Works Manager)

Key Results

- KR 4.1: (By Jul 2030): Achieve EPC Band C+ for all technically/economically viable homes
- KR 4.2: (By Jul 2030): Deliver renewable energy or comprehensive efficiency measures through retrofit programmes
- KR 4.3: (By Jul 2030): Deliver net-positive contribution to net-zero targets through comprehensive renewable energy installations

4.5. Unlocking Potential: Empowering Tenants, Staff, and Innovation for Better Services

Objective Overview

The Council's commitment to empowerment and innovation represents our continued desire for tenant-centered service delivery that recognises residents as partners in creating better housing services and stronger communities. This objective encompasses our strategic vision to transform how we engage with tenants, develop our staff, and harness innovative approaches to deliver accessible, responsive, and effective housing services that meet the evolving needs of our community. This aligns with objective 4.6, utilising data to drive service improvements and actionable insights to meet tenant needs and statutory insights.

Our approach to empowerment (aligned to the housing strategy) is built on the principle that meaningful tenant engagement drives service improvements and creates stronger, more resilient communities. Through comprehensive engagement frameworks, we aim to ensure that tenant voices are systematically heard and incorporated into service design and delivery decisions.

Digital transformation is central to our empowerment strategy, with a target to increase uptake of accessible digital-first services by 10% by July 2028 from the current baseline, while demonstrating improved tenant satisfaction. This includes comprehensive website accessibility improvements, customer portal development, and digital service enhancements that make housing services more accessible and convenient for all residents.

Immediate Foundation Actions (September 2025 - February 2026)

Tenant Empowerment Framework:

Put comprehensive tenant empowerment framework in place ensuring systematic engagement and innovation (Housing Strategy Team)

Delivery Phase Actions (February 2026 onwards)

Digital Service Enhancement:

- Review website/documents for accessibility and introduce customer portal for digital service access (Housing Strategy Team / ICT)

Community Engagement:

- Work alongside housing colleagues to create comprehensive Engagement Framework and support tenant scrutiny activities (Housing Strategy Team)
- Look into engagement opportunities in areas where Drop-In sessions are poorly attended (Housing Strategy Team)

Education and Support:

- Educate and inform social housing tenants on energy efficiency within the home and other climate change related topics (Climate Change Manager)
- Support the Housing Team and their understanding of retrofit measures being installed (Assistant Director Asset Management)
- Create a user-friendly guide for tenants occupying new build properties with renewable energy technology (Development Team / Housing Engagement Team)

Staff Development:

- Recruit and develop apprentices building internal capacity and career pathways (Development Team / HR Team)

Key Results

- KR 5.1: (By Jul 2028): Increase uptake of accessible digital-first services by 10% from the current baseline whilst demonstrating improved tenant satisfaction
- KR 5.2: (From Jul 2026): Systematically use data to demonstrate measurable positive impacts on tenant well-being and community connection

4.6. Using Insightful Data to Drive Action and Improve Lives

Objective Overview

The Council's data excellence objective represents a transformative commitment to leveraging comprehensive data systems and analytics to drive evidence-based decision making, improve service delivery, and enhance resident outcomes across all Asset Management Strategy activities. This objective encompasses our strategic approach to establishing comprehensive data governance frameworks, achieving accurate stock condition data coverage, and putting real-time dashboard systems in place that provide actionable insights for teams and stakeholders.

Our strategic approach recognises that effective asset management in the 21st century requires more than traditional reactive maintenance approaches; it demands sophisticated data infrastructure, robust analytics capabilities, and systematic evidence-based decision making processes.

Central to this objective is the principle of using "insightful data to drive action and improve lives." This means putting comprehensive data governance frameworks in place, carrying out systematic stock condition surveying across all properties, developing real-time performance dashboards that integrate multiple data sources, and creating structured review processes that translate data into actionable insights for service improvements.

Immediate Foundation Actions (September 2025 - February 2026)

Data Governance and Infrastructure:

- Put comprehensive data governance framework in place and information management protocols (Strategy Team / ICT Team / Data Protection Officer)
- Complete comprehensive stock condition survey of remaining properties and garages/land (Capital Works Manager)

Data Quality and Systems:

- Clean up data in all systems and put new filing structure in place (Housing Performance Manager)
- Improve comprehensive knowledge about residents and properties through enhanced data systems (Housing Performance Manager)
- Take part in countywide private sector focused stock condition survey (Private Sector Housing Team)

- Consider adopting development cost assessment software (Panwin Lite) for project viability (Development Team / Finance Team)

Delivery Phase Actions (February 2026 onwards)

Dashboard and Reporting:

- Create annual financial report identifying housebuilding programme financials for borrowing tracking (Development Team / Finance Team)
- Create programme of works for garage improvements using stock condition survey data (Capital Works Manager)

Performance Improvement:

- Publicise actions for non-compliance with regulations in Private Sector Housing (Private Sector Housing Team)

Scale & Optimise Phase Actions (2027 onwards)

Advanced Analytics:

- Keep active risk registers for each scheme covering performance, cash flow, supply chain (Development Team / Capital Works Manager)
- Improve consultation and feedback processes to generate actionable insights from integrated data (Strategy Team / Development Team)
- Use contractor relationships and risk registers to improve performance and reduce complaints (Development Team / Capital Works Manager)

Key Results

- KR 6.1: Achieve accurate, accessible stock condition data integrated with repairs and tenant feedback
- KR 6.2: Fully operational real-time data dashboard providing actionable insights for teams
- KR 6.3: Embed quarterly data-driven review meetings integrating performance data with qualitative feedback
- KR 6.4: Use data to improve services and tenant lives
- KR 6.5: Achieve a reduction in upheld Asset Management complaints and increase in compliments as aligned with our complaints policy

5. Performance Management

Strategic Performance Framework

The Asset Management Strategy employs a comprehensive performance management framework based on the Objectives and Key Results (OKR) methodology, ensuring systematic tracking of progress against strategic commitments while maintaining accountability for delivery outcomes. This framework integrates performance monitoring across all six strategic objectives through quarterly reporting cycles, real-time dashboard systems, and structured review processes. This supports the data-led approach to meet need and statutory requirements.

Performance management operates at multiple levels: strategic performance tracks delivery against the six core objectives and their associated Key Results; operational performance monitors the specific actions across Foundation, Delivery, and Scale phases; and outcome performance measures resident satisfaction, service quality, and community impact indicators.

Monitoring and Reporting Arrangements

Cabinet Oversight: Quarterly performance reports to Cabinet provide comprehensive strategic oversight, with detailed progress tracking against Key Results, financial performance analysis, and risk assessment updates. Cabinet reporting includes:

- Progress against annual delivery targets (250 new homes over five years)
- Financial performance against £ million capital investment programme
- Regulatory compliance status and safety performance indicators
- Climate and sustainability progress including renewable energy installations
- Resident satisfaction and service quality metrics

Operational Monitoring: Monthly operational reviews track progress against the specific actions, with dedicated monitoring for Foundation phase actions, Delivery phase scaling, and Scale & Optimise phase performance.

Real-time Dashboard Systems: Implementation of comprehensive dashboard systems provides continuous visibility of key performance indicators, enabling proactive management of delivery challenges and opportunities. Dashboard systems integrate stock condition data, financial performance, delivery pipeline status, and resident feedback mechanisms.

Key Performance Indicators

Housing Delivery Performance:

- Annual new home completions (target: scaling to 50+ homes annually by 2026)
- Strategic acquisitions progress (target: 10 properties annually)
- Grant funding secured (target: 30-40% scheme costs coverage)
- Resident satisfaction with new home quality and design

Safety and Quality Performance:

- Regulatory compliance status (target: 100% statutory landlord safety compliance)
- Damp and mould case reduction as aligned to the damp and mould policy

- Decent Homes standard compliance (target: 100% throughout tenancies)
- Repair responsiveness and tenant satisfaction improvements

Climate and Sustainability Performance:

- Energy Performance Certificate improvements (target: EPC C+ for all viable homes by 2030)
- Renewable energy installations (target: 460 solar panels, 51 heat pumps)
- External grant funding secured (target: minimum £530k annually)
- Carbon reduction contribution toward net-zero targets

Data and Service Performance:

- Stock condition data accuracy (target: comprehensive coverage integration)
- Asset Management Complaints reduction and compliments increase
- Digital service uptake improvements
- Data-driven service improvements and actionable insights generation

Continuous Improvement Framework

Performance review cycles incorporate systematic evaluation of delivery effectiveness, identification of improvement opportunities, and implementation of responsive adjustments to operational approaches. Quarterly data-driven review meetings integrate quantitative performance data with qualitative feedback from residents, staff, and stakeholders.

The continuous improvement framework emphasises learning from delivery experience, adaptation to changing circumstances, and optimisation of resource allocation based on performance evidence. Regular benchmarking against national comparators ensures that performance standards remain ambitious while achievable.

Success measurement focuses on both quantitative delivery targets and qualitative outcomes including resident satisfaction, community impact, and service excellence indicators. Performance information directly informs strategic decision-making, resource allocation, and programme adjustments.

6. Finance

Budget Overview and Framework

The Asset Management Strategy is supported by a robust capital investment programme spanning 2025-2030, designed to deliver transformational improvements across Broxtowe Borough Council's housing portfolio. This commitment reflects the Council's strategic prioritisation of housing delivery and asset optimisation, with capital investment allocated across new build development, strategic acquisitions, and comprehensive asset enhancement programmes.

The financial framework operates within established governance structures requiring Cabinet oversight and approval, ensuring executive accountability for strategic investment decisions. Regular financial monitoring through quarterly reporting cycles provides comprehensive oversight of budget performance, with delegated authority limits enabling efficient programme delivery whilst maintaining appropriate executive control.

Funding Sources Analysis

The financial sustainability of the Asset Management Strategy relies on a diversified funding approach, strategically balancing HRA resources with external grant funding to optimise delivery capacity whilst minimising borrowing requirements. This approach targets approximately 30-40% grant funding coverage for new build schemes, substantially reducing financial burden on the HRA whilst enabling ambitious delivery targets.

Key Funding Sources:

- Homes England Partnership: Up to £75,000 per unit support (40% grant funding per unit)
- Local Authority Housing Fund (LAHF): £70,000 per unit for refugee and vulnerable household accommodation
- Climate and Sustainability Grants: Annual target of £530,000 for energy efficiency improvements
- Section 106 Contributions: Strategic opportunities through developer partnerships
- Right-to-Buy Receipts: Strategic reinvestment for stock replacement and enhancement
- Capital Receipts from Strategic Asset Optimization: Re-purposing of poorly performing assets to generate reinvestment funds for portfolio improvement and growth

Financial Projections and Viability

Five-year financial planning (2025-2030) provides comprehensive framework for strategic investment and delivery optimisation, with detailed projections supporting the delivery of 250 new affordable homes whilst maintaining HRA sustainability and operational excellence.

Key Financial Metrics:

- New build unit costs: £180,000-£250,000
- Strategic acquisitions: 10 properties annually

- Energy efficiency improvements: Average EPC improvements from D to C+ ratings
- Value for money demonstration: Direct financial returns plus community benefits

The financial model demonstrates sustainable investment capacity across the five-year period, with grant funding optimisation reducing HRA borrowing requirements whilst maintaining ambitious delivery targets. Financial viability assessment includes sensitivity analysis for construction cost inflation, interest rate volatility, and funding availability variations.

Annual Investment Allocation:

- Year 1 (2026-27): £8.2 million (Foundation phase establishment and early delivery)
- Year 2 (2027-28): £10.8 million (Delivery phase scaling and renewable energy programme)
- Year 3 (2028-29): £11.5 million (Peak delivery phase with full capacity utilisation)
- Year 4 (2029-30): £9.8 million (Scale & optimize phase with efficiency gains)
- Year 5 (2030-31): £6.7 million (Consolidation and programme evaluation)

Financial Governance and Controls

Comprehensive financial governance arrangements ensure strategic investment delivers value for money whilst maintaining appropriate risk management and accountability structures. Financial control mechanisms include:

Strategic Financial Oversight:

- Cabinet approval required for annual budget allocations and programme variations
- Quarterly financial performance reporting with variance analysis and corrective actions
- Independent financial appraisal for schemes exceeding £1 million investment
- Annual external audit review of financial performance and value for money delivery

Operational Financial Management:

- Monthly budget monitoring and forecasting across all programme elements
- Scheme-by-scheme financial tracking with profitability and cash flow analysis
- Risk-adjusted financial modeling incorporating construction inflation and market volatility
- Grant funding optimisation through strategic timing and partnership arrangements

7. Risk Management

Strategic Risk Framework

The Asset Management Strategy operates within a comprehensive risk management framework that ensures systematic identification, assessment, and mitigation of risks across all strategic objectives and operational activities. This framework integrates directly with Broxtowe Borough Council's Corporate Risk Management processes, providing consistent methodology while addressing the specific challenges of housing asset management and development programmes.

Our risk management approach recognises that effective asset management involves complex interdependencies between financial, operational, regulatory, and political factors. The framework provides proactive identification of potential challenges while establishing robust mitigation strategies that protect strategic delivery and maintain resident outcomes. Not included in the high-level register below is the risks associated with Local Government Review. It is anticipated that this will be included in the Corporate risk register.

Theme	Risk	Mitigation	Lead
Capacity and Staffing	Lack of permanent development team leadership affecting delivery capacity and programme continuity	Immediate recruitment of permanent Housing Delivery Manager and Development Officer roles by July 2028	HR Team / Assistant Director Asset Management
	Insufficient specialist expertise in renewable energy and retrofit programmes limiting climate objective delivery	Comprehensive staff training programme for retrofit measures and partnership development with specialist consultants	HR Team / Capital Works Manager / Climate Change Manager
	Skills shortage across construction and development sectors impacting delivery timelines and quality standards	Early engagement protocols with contractors, development of apprenticeship programmes, and strategic consultant partnerships	Development Team / HR Team / Procurement Team
Financial	Construction cost inflation potentially adding £20k-£30k per unit to development budgets threatening financial viability	Implement construction cost inflation monitoring system with quarterly market analysis and fixed-price contract arrangements where feasible	Finance Team / Development Team / Assistant Director Asset Management
	Interest rate fluctuations affecting HRA borrowing costs and programme sustainability	Establish interest rate risk management framework with fixed rate options and alternative funding strategies assessment	Finance Team / Treasury Management
	Grant funding availability reductions impacting 30-40% funding target for scheme costs	Diversified funding strategy reducing dependency on single sources, early engagement with multiple funders, and contingency planning for alternative delivery routes	Development Team / Finance Team / Assistant Director Asset Management
	Poorly performing assets continuing to drain resources and limit portfolio growth potential	Strategic review process to identify and re-purpose underperforming assets, generating capital receipts for reinvestment in high-quality housing that better meets community needs	Strategy Team / Asset Management / Finance Team
Delivery	Homes England procurement process changes affecting grant	Risk management framework development for new requirements with early	Development Team / Procurement Team / Finance Team

	funding access and delivery timelines	engagement and alternative funding route identification	
	Section 106 partnership opportunities failing to deliver expected affordable housing contributions	Enhanced 1.9 strategy with housing associations and developers, comprehensive S106 tracking protocol implementation, and Council positioning as provider of last resort	Development Team / Planning Team / Strategy Team
	Planning permission delays or refusals affecting garage site development programme and delivery targets	Early engagement with Planning Team, comprehensive site assessment protocols, and alternative site identification and prioritisation systems	Development Team / Planning Team / Asset Management
Market	Property market volatility affecting strategic acquisition programme and asset values	Market intelligence system establishment with estate agents, comprehensive market analysis integration into acquisition policy, and flexible acquisition criteria based on market conditions	Development Team / Strategy Team / Finance Team
	Right-to-Buy receipt fluctuations affecting stock replacement and development reserves	Dynamic monitoring system implementation with quarterly assessment and strategic response planning including development reserves optimisation	Finance Team / Strategy Team / Development Team
	Local housing market changes affecting needs analysis and housing mix requirements	Dynamic borough-wide housing needs analysis with annual review and flexible housing mix delivery adjustments based on current needs assessment	Strategy Team / Housing Operations

Monitoring and Review Procedures

Regular risk assessment cycles provide systematic evaluation of risk exposure and mitigation effectiveness, with monthly operational reviews feeding into quarterly strategic assessments. Performance monitoring integration ensures that risk indicators are tracked alongside delivery metrics, enabling early identification of emerging challenges.

Quarterly Cabinet reports (including strategic risk assessment alongside performance reporting) will go to Governance, Audit and Standards Committee. This is to ensure that risk considerations inform political oversight and strategic decision-making. Escalation procedures ensure appropriate senior leadership engagement when risks threaten strategic objectives or require additional resources for effective mitigation. Cabinet will also have oversight through updates from the Assistant Director of Asset Management and Development.

Risk registers are maintained and updated monthly for operational risks and quarterly for strategic risks, with mitigation strategies adjusted based on changing circumstances and emerging challenges. Comprehensive business case development for all strategic initiatives includes detailed risk assessment and mitigation planning from programme inception.

8. Related Policies, Procedures and Guidelines

This strategy should be read in conjunction with the:

- Corporate Plan 2025-2030
- Housing Strategy
- Housing Delivery Plan 2025-30
- Climate Change and Green Futures Strategy.

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9. Appendix A: Year One Action Plan

Implementation Priorities and Approach

Ultimately, it will be the Chief Executive Officer who will be accountable for the actions within this strategy, with responsibility delegated to relevant teams and individuals as stated in the action plan.

Year One of the Asset Management Strategy establishes the critical foundations for transformational change across Broxtowe Borough Council's housing delivery programme. This Foundation phase prioritises governance establishment, policy development, and capacity building to create the robust infrastructure necessary for sustained delivery excellence over the subsequent four years.

The strategic approach recognises that successful implementation requires methodical foundation-laying before ambitious delivery targets can be consistently achieved. Year One focuses on six critical priorities: securing Cabinet approval and governance frameworks; recruiting key development expertise; putting regulatory compliance systems in place; developing comprehensive policy frameworks; starting climate programmes; and beginning early housing delivery through carefully selected opportunities.

Priority Actions and Timelines

Foundation Phase Actions (up to February 2026)

Critical Path Actions: The six critical priority actions form the essential backbone of Year One delivery:

- Cabinet approval for Housing Delivery Programme governance structure
- Permanent recruitment of Housing Delivery Manager and Development Officer roles
- Regulatory compliance framework establishment ensuring every home meets safety standards (ongoing)
- Climate Change Programme governance securing Cabinet approval
- Data governance framework implementation (ongoing)
- Housing Delivery Plan refresh completion

Quarterly Milestones

Quarter 1:

- Cabinet approval obtained for Housing Delivery Programme governance
- Head of Development recruitment process completed
- Housing Delivery Plan refresh consultation launched
- Section 106 tracking protocols operational
- Climate Change Programme governance established
- First stock condition surveys commissioned

Quarter 2:

- Housing Delivery Manager and Development Officer roles filled
- Housing Delivery Plan refresh completed and approved
- Procurement methodology frameworks established
- Registered Provider partnerships formalised

- Garage site development planning applications submitted
- Regulatory compliance framework fully operational

Quarter 3:

- First housing delivery completions achieved
- Strategic acquisition policy framework implemented
- Climate programme EPC surveys commenced
- Data governance protocols fully embedded
- Policy frameworks comprehensive review completed
- Year Two planning and resource allocation confirmed

Quarter 4:

- Foundation phase comprehensive evaluation completed
- Delivery phase transition planning finalised
- Performance monitoring systems validated
- Stakeholder feedback incorporated into operational refinements
- Year Two delivery targets confirmed and resourced
- Continuous improvement framework established

Foundation Phase Actions Summary

Total Foundation Actions:

The complete list of foundation actions spans all six objectives and establishes the governance, policy, and operational foundations necessary for systematic delivery. These actions include:

Governance & Framework Actions:

- Housing Delivery Programme governance structure establishment
- Climate Change Programme governance with Cabinet approval
- Comprehensive regulatory compliance framework
- Asset transformation governance
- Tenant empowerment framework
- Data governance framework

Housing Delivery Actions:

- Housing Delivery Plan review and refresh
- S106 tracking and allocation protocol
- Registered Provider partnerships
- Design Quality Framework
- Procurement methodology development
- Strategic site identification and planning

Compliance & Safety Actions:

- Regulatory compliance framework
- Stock condition surveys
- Boiler repair vs replacement programme
- Safety standards implementation

Climate & Sustainability Actions:

- Sustainability requirements incorporation
- Energy Performance Certificate coverage
- Sustainable construction methods research
- Alternative heating systems exploration

Data & Technology Actions:

- Stock condition surveys
- Data cleansing and filing structure
- Development cost assessment software consideration
- Information management protocols

Asset Management Actions:

- Asset transformation governance
- Scheme viability assessment methodology
- Garage site development planning
- Geographical divisions analysis
- Portfolio optimization framework development
- Underperforming asset identification methodology

Responsibility and Accountability

Leadership Assignments: The Assistant Director Asset Management holds overall accountability for Foundation phase delivery, supported by dedicated programme governance through monthly oversight meetings to Housing Improvement Board. Cross-departmental coordination involves Planning Team leadership of Section 106 protocols, Finance Team oversight of funding mechanisms, Housing Strategy team input and Legal Team support for policy framework development.

Performance Monitoring: Dedicated performance monitoring systems track progress against all Foundation phase actions, with monthly internal reviews and monthly strategic assessments. Risk registers are maintained and updated quarterly, with mitigation strategies adjusted based on emerging challenges and changing circumstances.

Success Measures and Next Steps

Year One Success Criteria: Foundation phase success is measured through completion of all six critical priority actions, establishment of comprehensive policy frameworks, and achievement of early delivery milestones including first housing completions and strategic acquisitions.

Year Two Preparation: Delivery phase preparation commences January 2028, with comprehensive resource planning and target confirmation completed by March 2028. Transition planning ensures seamless progression from Foundation to Delivery phases, maintaining momentum whilst scaling operations to achieve consistent 50+ homes annually delivery targets.

10. Appendix B: Compass

Objective 1: Delivering More Homes People Need, Imaginatively and Effectively

Key Results

- **KR 1.1** (Annually from Oct 2025): Achieve ambitious annual net increases in socially rented and shared ownership homes. This will be targeted towards meeting the most critical housing needs (identified by household type, circumstance, or required property specification) highlighted in our housing analysis processes.
- **KR 1.2** (Annually from Oct 2025): Utilise the budget allocated for opportunistic acquisitions to secure [e.g., 25] new homes per year. Achieved through opportunistic and innovative routes (off-market acquisitions, creative partnerships, proactive site identification, and non-standard S106 opportunities), beyond standard planned new build programmes. To include [e.g., 80%] social rents and [e.g., 20%] shared ownership homes.
- **KR 1.3** (Annually from Oct 2026): Deliver adaptable/accessible homes that meet 100% Nationally Described Space Standards (NDSS) for Homes England grant requirements and Employer's requirements. This will contribute to a demonstrable reduction in waiting list numbers for these homes.
- **KR 1.4** (Annually from Oct 2026): Achieve a year-on-year improvement in tenant satisfaction with the overall quality and design detail of their new home. This to be measured via targeted post-occupation surveys and qualitative feedback sessions focusing on how the home meets their daily living needs.
- **KR 1.5** Secure external grant funding for new build Affordable Homes towards housing delivery, aiming for approximately [30-40%] of total scheme costs, by [Date].
- **KR 1.6** (Quarterly from Oct 2025): Working with Housing to dynamically monitor and strategically respond to Right-to-Buy impacts, ensuring effective reinvestment strategies are in place.

Objective 2: Ensuring Every Home is Safe

Key Results (KRs)

- **KR 2.1** (By Jul 2028): Proactively and collaboratively reduce structural damp cases by [e.g. 10%] from the Jul 2026 baseline, tackling the root causes and creating healthier homes.
- **KR 2.2** (From Jul 2026): Provide rapid and effective assessment (investigation, advice, support, referrals, remedial work) and clear action plans for 100% of mould reports in accordance with timescales in Awaab's law, prioritising tenant health and well-being.
- **KR 2.3** (From Jul 2026): Support Housing to achieve consistent annual improvement in overall tenant satisfaction with the quality of their home and the responsiveness and quality of repairs. To be evidenced by improved satisfaction survey results, a demonstrable reduction in repeat repairs and related complaints, and an increase in positive feedback/compliments.
- **KR 2.4** (From Jul 2026): maintain uncompromising 100% statutory landlord safety compliance. Achieved by proactively addressing any access challenges and supporting Housing to ensure tenant safety.
- **KR 2.5** (From Jul 2026): Ensure every home meets or exceeds Decent Homes standards throughout the tenancy, providing a quality experience for our tenants.
- **KR 2.6** (By Jul 2027): Implement an evidence-based, sustainable component lifecycle policy balancing cost, quality, lifespan, and environmental impact. This will set the rules for when components are to be replaced, balancing cost, quality, life, and environmental factors.
- **KR 2.7** (Annually from [e.g. Oct 2026]): Achieve average unit costs for key planned works components (e.g., kitchens, bathrooms, roofs) that fall within the top quartile when benchmarked against national/sector comparators. This is to measure how efficiently we complete the replacement work compared to others.

- **KR 2.8** (Annually from [e.g. Oct 2026]): Achieve a year-on-year reduction of [e.g. 10%] in the average waiting time from assessment to completion for major adaptations.
- **KR 2.9** (Annually from [e.g. Oct 2026]): Work collaboratively and proactively with Housing to achieve a year-on-year reduction of [e.g. 10%] in the average number of reactive repair requests logged per property.

Objective 3: Transforming all Stock into Homes Fit for Modern Lives, Sensitive and Efficiently

Key Results (KRs)

- **KR 3.1** (By Jul 2029): Accelerate the average asset replacement cycle time by 15% from the Jul 2027 baseline, delivering improvements faster
- **KR 3.2:** Establish and implement property investment thresholds and decision criteria that ensure strategic resource allocation, preventing over-investment in individual assets while maximizing overall portfolio value and tenant outcomes.

Objective 4: Creating Warmer, Energy Efficient and More Affordable Homes for a Sustainable Future

Key Results (KRs)

- **KR 4.1** (By Jul 2031): Achieve EPC Band C or above for 100% of technically and economically viable homes, delivering warmer homes and lower energy bills for our tenants.
- **KR 4.2** (By Jul 2027): Establish clear, ambitious interim carbon reduction milestones aligned with the Carbon Management Action Plan and Council climate commitments.
- **KR 4.3** (By Jul 2027): Commence impactful Phase 1 implementation of the actions aligned to the Carbon Management Action Plan demonstrating early progress.

- **KR 4.4** ([e.g. Oct 2026]): Secure external grant funding of at least [e.g., £530k] per year specifically for the decarbonisation of existing Council Housing stock, contributing to the implementation of the decarbonisation roadmap.

Objective 5: Unlocking Potential: Empowering Tenants, Staff, and Innovation for Better Services

Key Results (KRs)

- **KR 5.1** (By Jul 2028): increase uptake of accessible digital-first services (e.g. interaction with capital works team) by [e.g. 10%], whilst actively demonstrating improved tenant satisfaction with digital access, choice, and support.
- **KR 5.2** (From Jul 2026): Systematically use Asset Management Strategy (AMS) activities, investments, and associated data (quantitative and qualitative) to demonstrate measurable positive impacts on specific, co-defined aspects of tenant well-being, health outcomes, and community connection, sharing these positive stories internally and externally.

Objective 6: Using Insightful Data to Drive Action and Improve Lives

Key Results (KRs)

- **KR 6.1** (By Jul 2027): Achieve 95% coverage of accurate, insightful, and readily accessible stock condition data. To be integrated with validated repairs and tenant feedback data, which will provide the foundation for smart decisions.
- **KR 6.2** (By Jul 2027): Fully operational real-time AMS data dashboard and asset lifecycle system visualising key performance indicators (informed by KR 6.1) providing actionable insights for teams.
- **KR 6.3** (From Oct 2026): Embed quarterly data-driven review meetings (using KR 6.2 dashboard) that demonstrably integrate quantitative performance data with qualitative tenant feedback and staff insights. This will lead to timely

strategic and operational adjustments focused on improving both service efficiency and the tenant experience.

- **KR 6.4** (Annually from Jan 2027): Generate and act upon at least [e.g., 5] significant actionable insights per year derived from the integrated analysis of asset, repairs, financial, and qualitative tenant feedback data. This will lead to demonstrable service improvements or strategic shifts.
- **KR 6.5** (Annually from Oct 2026): Achieve a year-on-year reduction of [e.g. 5%] in upheld complaints related to asset management issues (quality, planned works, contractor performance, property condition) and a simultaneous year-on-year increase of [e.g. 10%] in recorded compliments for AMS activities.

Asset Management Strategy - Action Plan

Objective 1: Delivering More Homes People Need, Imaginatively and Effectively

KR 1.0: Foundation - Establish governance and coordination frameworks for housing delivery programme

ID	Description	Phase	Team	Source	Quotation
1.0.1	Establish Housing Delivery Programme governance structure with Cabinet approval and regular oversight arrangements	Foundation	Assistant Director Asset Management / Strategy Team	AI Generated - Governance Requirement	Cabinet approval required for Housing Delivery Strategy commitments
1.0.2	Review and refresh the Housing Delivery Plan Development strategy and implementation framework	Foundation	Strategy Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	Review and refresh the Housing Delivery Plan Development

KR 1.1: (Annually from March 2026): Achieve ambitious annual net increases in socially rented and shared ownership homes

ID	Description	Phase	Team	Source	Quotation
1.1.4	Target housing mix to meet highest identified needs with dynamic borough-wide housing needs analysis	Foundation	Strategy Team / Housing Operations	Housing Delivery Plan 2025	The housing mix will continue to focus on meeting the highest identified needs in our area
1.1.1	Deliver 250 new affordable homes over five years (2025-2030) scaling from average 35-50 homes annually to consistent 50+ homes annually	Delivery	Development Team / Assistant Director Asset Management	Housing Delivery Plan 2025	our Housing Delivery Plan sets out the approach for the next five years (2025- 2030) to deliver up to 250 new affordable, high- quality homes for our residents
1.1.2	Continue comprehensive new build development programme on council-owned sites, particularly garage sites	Delivery	Development Team / Capital Works Manager	Housing Delivery Plan 2025 / Housing Strategy Year 1 Action Plan	New Build Development: This remains our primary delivery method, focused on council-owned sites

1.1.3	Continue strategic open market acquisitions program targeting 10 acquisitions annually	Delivery	Strategy Team / Housing Operations	Housing Strategy Year 1 Action Plan / Housing Delivery Plan 2025	Continue to acquire homes into the Council housing stock
1.1.6	Achieve net annual increase in Council's housing stock, mitigating Right to Buy losses	Delivery	Strategy Team / Development Team	Housing Delivery Plan 2025	Our primary strategic driver is to achieve a net annual increase in the Council's housing stock
1.1.7	Maintain flexibility in housing mix delivery (80% affordable rent, 20% shared ownership) based on needs	Delivery	Development Team / Strategy Team	Housing Delivery Plan 2025	We maintain flexibility to adjust this based on current needs and site-specific circumstances
1.1.8	Continue to deliver new build units into the Council's housing stock through development programme	Delivery	Development Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	Continue to deliver new build units into the Council's housing stock Development
1.1.5	Achieve consistent annual delivery of 50+ homes through scaled delivery mechanisms	Scale & Optimize	Development Team	Housing Delivery Plan 2025	Scale Up Delivery: Achieve consistent annual delivery of 50+ homes

KR 1.2: (Annually from March 2026): Utilise the budget allocated for opportunistic acquisitions

ID	Description	Phase	Team	Source	Quotation
1.2.2	Develop robust cross-departmental S106 tracking and allocation protocol with GIS system	Foundation	Planning Team / Finance Team / Development Team	Housing Delivery Plan 2025 / Housing Strategy Year 1 Action Plan	Develop and implement a cross-departmental S106 tracking and allocation protocol
1.2.4	Agree list of approved Registered Providers to deliver affordable housing	Foundation	Strategy Team	Housing Strategy Year 1 Action Plan	Agree a list of approved Registered Providers to deliver affordable housing
1.2.6	Produce a comprehensive plan to utilize Section 106 monies for affordable housing delivery	Foundation	Planning Team / Finance Team / Development Team	Housing Strategy Year 1 Action Plan	Produce a plan to use the section 106 monies
1.2.8	Develop and implement clear long-term procurement methodology for housing delivery partnerships	Foundation	Procurement Team / Development Team / Legal Team	Housing Strategy Year 1 Action Plan	Implementing a clear, long-term procurement methodology
1.2.9	Establish Sale of Surplus Land policy framework to support housing delivery objectives	Foundation	Strategy Team / Legal Team / Asset Management	Housing Strategy Year 1 Action Plan	Sale of Surplus Land policy

1.2.10	Develop comprehensive Acquisitions policy framework including market analysis and financial criteria	Foundation	Strategy Team / Finance Team / Development Team	Housing Strategy Year 1 Action Plan	Acquisitions policy
1.2.1	Engage in strategic Section 106 partnerships positioning Council as provider of last resort	Delivery	Development Team / Planning Team	Housing Delivery Plan 2025	We will position ourselves to step in where housing associations cannot deliver
1.2.3-CONSOLIDATED	Build positive working relationships with developers and Registered Providers	Delivery	Strategy Team / Development Team / Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Build up positive working relationships with developers and Registered Providers
1.2.5	Explore working with partners to transform empty spaces for new homes	Delivery	Strategy Team / Development Team	Housing Strategy Year 1 Action Plan	Explore working with partners to transform empty spaces that could be repurposed

KR 1.3: (Annually from Oct 2026): Deliver adaptable/accessible homes that meet 100% NDSS

ID	Description	Phase	Team	Source	Quotation
1.3.4	Incorporate minimum sustainability requirements as part of the Housing Delivery Strategy refresh	Foundation	Development Team / Asset Management / Climate Team	Climate Change Action Plan 2024/25	Incorporate minimum sustainability requirements as part of the Housing Delivery Strategy refresh
1.3.1	Support delivery of new homes to 100% NDSS including Council's own developments	Delivery	Development Team / Planning Team	Housing Strategy Year 1 Action Plan	Support the delivery of new homes to the NDSS, including in our own new social housing
1.3.2	Develop homes for specific needs including clustered housing for disabilities, veterans, dementia	Delivery	Development Team / Strategy Team	Housing Delivery Plan 2025	Homes for specific needs: we will also plan to take the lead on developing homes for individuals with specific needs
1.3.3	Increase volume of adaptable properties via new build or acquisition and remodelling	Delivery	Strategy Team / Development Team	Housing Strategy Year 1 Action Plan	Increase the volume of properties that can be adapted via new build or acquiring properties

KR 1.4: (Annually from March 2027): Achieve year-on-year improvement in tenant satisfaction

ID	Description	Phase	Team	Source	Quotation
1.4.1	Create comprehensive Design Quality Framework for Council-built homes	Foundation	Development Team	Housing Strategy Year 1 Action Plan	Create a Design Quality Framework for Council-built homes
1.4.2	Implement comprehensive tenant feedback system including new build surveys and member engagement	Delivery	Development Team / Strategy Team	Housing Strategy Year 1 Action Plan / Housing Delivery Plan 2025	Introduce a new build survey to capture customers' views on quality, space and functionality

KR 1.5: Secure external grant funding for new build Affordable Homes

ID	Description	Phase	Team	Source	Quotation
1.5.5	Establish scheme-by-scheme approval process documentation and governance framework	Foundation	Development Team / Finance Team / Legal Team	Housing Strategy Year 1 Action Plan	scheme-by-scheme approval process documentation
1.5.1	Strengthen partnerships with Homes England providing up to 40% grant funding per unit	Delivery	Development Team / Assistant Director Asset Management	Housing Delivery Plan 2025	This partnership has delivered substantial grant funding, with examples of £75,000 per unit support
1.5.2	Maintain partnership with LAHF providing £70,000 per unit for acquisition programs	Delivery	Development Team / Strategy Team	Housing Delivery Plan 2025	We will maintain our partnership with LAHF as an additional funding source
1.5.3	Deliver accommodation using LAHF funding for permanent housing for refugees	Delivery	Development Team / Housing Operations	Housing Strategy Year 1 Action Plan	Deliver accommodation using funding secured from the Local Authority Housing Fund
1.5.4-CONSOLIDATED	Optimize funding relationships targeting 30-40% scheme costs and maximize grant income	Delivery	Development Team / Assistant Director Asset Management / Finance Team	Housing Delivery Plan 2025	Our financial strategy prioritises maximising grant income to reduce borrowing requirements
1.5.6	Implement risk management for Homes England procurement process changes and requirements	Delivery	Development Team / Procurement Team / Finance Team	Housing Strategy Year 1 Action Plan	new Homes England procurement process risks

KR 1.6: (Quarterly from March 2026): Dynamically monitor and strategically respond to Right-to-Buy impacts

ID	Description	Phase	Team	Source	Quotation
1.6.1	Monitor Right to Buy receipts and explore strategies including development reserves	Foundation	Finance Team / Strategy Team / Development Team	Housing Delivery Plan 2025	The Council will monitor Right to Buy receipt levels closely and explore strategies to manage fluctuations
1.6.2	Publish a Residential Supplementary Planning Document to guide housing development standards	Foundation	Planning Team / Strategy Team / Development Team	Housing Strategy Year 1 Action Plan	Publish a Residential Supplementary Planning Document

KR 1.7: (By March 2026): Establish sustainable delivery capacity through permanent leadership and staffing

ID	Description	Phase	Team	Source	Quotation
1.7.1-CONSOLIDATED	Recruit permanent Head of Development and create Development Officer role	Foundation	HR Team / Assistant Director Asset Management	Housing Delivery Plan 2025	Immediate recruitment of permanent Head of Development... is crucial for building sustainable capacity
1.7.2	Implement comprehensive staff training programme for advanced negotiation and S106 partnership skills	Foundation	HR Team / Development Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	staff training for advanced negotiation and partnership skills for S106
1.7.3	Establish market intelligence system with estate agents and off-market acquisition contacts	Foundation	Development Team / Strategy Team	Housing Strategy Year 1 Action Plan	working with estate agents and market intelligence for acquisitions

KR 1.8: (Ongoing): Establish comprehensive financial monitoring and risk management framework

ID	Description	Phase	Team	Source	Quotation
1.8.1	Implement construction cost inflation monitoring and market volatility tracking system	Foundation	Finance Team / Development Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	managing construction cost increases and market volatility
1.8.2	Establish interest rate risk management framework for borrowing and financial planning	Foundation	Finance Team / Treasury Management	Housing Strategy Year 1 Action Plan	managing interest rate risks

1.8.4	Establish strategic budget allocation framework and delegated authority limits for development programme	Foundation	Finance Team / Assistant Director Asset Management / Development Team	Housing Strategy Year 1 Action Plan	strategic budget allocation for development programme
1.8.3	Implement HRA sustainability and financial position monitoring with annual assessments	Delivery	Finance Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	HRA sustainability and financial position monitoring

KR 1.9: (Ongoing): Implement operational delivery mechanisms and site development programmes

ID	Description	Phase	Team	Source	Quotation
1.9.1	Develop definitive garage site plan for identifying and prioritizing underused sites for housing development	Foundation	Asset Management / Development Team / Planning Team	Housing Strategy Year 1 Action Plan	definitive garage site plan for identifying underused sites
1.9.3	Establish north and south geographical divisions analysis approach for targeted housing delivery	Foundation	Strategy Team / Development Team / Planning Team	Housing Strategy Year 1 Action Plan	north and south geographical divisions analysis approach
1.9.2	Implement programme for extending properties to accommodate larger families and address one-bedroom demand	Delivery	Development Team / Asset Management / Housing Operations	Housing Strategy Year 1 Action Plan	extending properties to accommodate larger families
1.9.4	Cultivate strategic consultant partnerships for specialized expertise and delivery capacity	Delivery	Development Team / Procurement Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	cultivating consultant partnerships
1.9.5	Implement regular site meetings and risk review processes for construction and development projects	Delivery	Development Team / Construction Management / Health & Safety	Housing Strategy Year 1 Action Plan	regular site meetings for risk review

Objective 2: Ensuring Every Home is Safe

KR 2.0: Foundation - Establish comprehensive compliance and safety management framework

ID	Description	Phase	Team	Source	Quotation
2.0.1	Establish comprehensive regulatory compliance framework ensuring 100% adherence to safety standards	Foundation	Assistant Director Housing / Housing Repairs Team	Housing Strategy Year 1 Action Plan + AI Enhancement	Meet our compliancy obligations as per the Regulator of Social Housing's Consumer Standards

KR 2.1: (By March 2028): Reduce structural damp cases by 10% from Oct 2025 baseline

ID	Description	Phase	Team	Source	Quotation
2.1.1	Continue improvements in dealing with damp and mould complaints, tackling root causes	Delivery	Housing Repairs Team / Capital Works Manager	Housing Strategy Year 1 Action Plan	Continue to make improvements in dealing with complaints of damp and mould

KR 2.2: (From October 2025): Provide rapid assessment and action plans for 100% of mould reports

ID	Description	Phase	Team	Source	Quotation
2.2.1	Provide rapid assessment and action plans for 100% of mould reports within Awaab's law timescales	Delivery	Housing Repairs Team	Housing Strategy Year 1 Action Plan	Continue to make improvements in dealing with complaints of damp and mould

KR 2.3: (From March 2026): Achieve consistent improvement in tenant satisfaction

ID	Description	Phase	Team	Source	Quotation
2.3.1	Implement improvements to Housing Repairs Service including Housing Improvement Board actions	Delivery	Housing Repairs Team / Capital Works Manager / Housing Improvement Board	Housing Strategy Year 1 Action Plan	Continue to implement improvements to the Housing Repairs and Compliance Service
2.3.2	Upgrade telephone system and introduce customer portal for improved accessibility	Delivery	Housing Repairs Team / ICT Team / Strategy Team	Housing Strategy Year 1 Action Plan	Upgrade the telephone system for Housing Repairs / Introduce a customer portal

2.3.3	Minimize void times enabling faster transitions from temporary accommodation	Delivery	Housing Repairs Team / Housing Operations	Housing Strategy Year 1 Action Plan	Make improvements to minimise void times to enable households to move on from temporary accommodation quicker
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KR 2.4: (From October 2025): Maintain 100% statutory landlord safety compliance proactively

ID	Description	Phase	Team	Source	Quotation
2.4.1	Meet Regulator of Social Housing Consumer Standards maintaining 100% compliance	Foundation	Housing Repairs Team / Assistant Director Housing / All Housing Teams	Housing Strategy Year 1 Action Plan	Meet our compliancy obligations as per the Regulator of Social Housing's Consumer Standards

KR 2.5: (From March 2026): Ensure every home meets Decent Homes standards throughout tenancy

ID	Description	Phase	Team	Source	Quotation
2.5.1	Maintain Council's Decent Homes Standard across all properties throughout tenancies	Delivery	Capital Works Manager	Housing Strategy Year 1 Action Plan	Maintain the Council's Decent Homes Standard
2.5.2	Respond to consultations on Decent Homes Standard for private sector	Delivery	Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Respond to any consultations on the introduction of a Decent Homes Standard for the private sector

KR 2.6: (By March 2027): Implement evidence-based component lifecycle policy

ID	Description	Phase	Team	Source	Quotation
2.6.1-CONSOLIDATED	Complete the stock condition surveys and formulate appropriate actions to the outcome of these	Foundation	Capital Works Manager / Strategy Team	Climate Change Action Plan 2024/25	Complete the stock condition surveys and formulate appropriate actions to the outcome of these
2.6.3	Implement the boiler repair vs replacement programme in Council Housing stock	Foundation	Capital Works Manager	Climate Change Action Plan 2024/25	Implement the boiler repair vs replacement programme in Council Housing stock
2.6.2	Implement new five-year Capital programme to systematically update homes	Delivery	Capital Works Manager	Housing Strategy Year 1 Action Plan	Implement a new five-year Capital programme to update our homes

KR 2.7: (Annually from March 2027): Achieve unit costs for planned works in top quartile

ID	Description	Phase	Team	Source	Quotation
2.7.1	Utilize contractor relationships and market knowledge for cost-effective procurement	Scale & Optimize	Capital Works Manager / Development Team	Housing Delivery Plan 2025	Through working with Housing colleagues, we have identified reliable contractors and developed understanding of local market dynamics

KR 2.10: (From March 2026): Utilising temporary accommodation to support homelessness

ID	Description	Phase	Team	Source	Quotation
2.10.1	Increase temporary accommodation units in Borough to meet growing demand	Delivery	Housing Operations Team	Housing Strategy Year 1 Action Plan	Increase the number of temporary accommodation units in the Borough

Objective 3: Transforming all Stock into Homes Fit for Modern Lives, Sensitively and Efficiently

KR 3.0: Foundation - Establish asset optimization and transformation governance framework

ID	Description	Phase	Team	Source	Quotation
3.0.1	Establish comprehensive asset transformation governance ensuring strategic resource allocation	Foundation	Strategy Team / Capital Works Manager	Housing Strategy Year 1 Action Plan + AI Enhancement	Consider further properties to re-designate in the Council's housing stock

KR 3.1: (By March 2029): Accelerate average asset replacement cycle time by 15%

ID	Description	Phase	Team	Source	Quotation
3.1.1	Review every void property for remodelling suitability to meet housing need	Delivery	Housing Operations / Housing Repairs	Housing Strategy Year 1 Action Plan	Review every void property and properties being acquired to assess if it would be suitable to be remodelled
3.1.2	Consider further properties to re-designate in Council's housing stock for optimisation	Delivery	Strategy Team / Independent Living	Housing Strategy Year 1 Action Plan	Consider further properties to re-designate in the Council's housing stock

KR 3.2: Establish property investment thresholds ensuring strategic resource allocation

ID	Description	Phase	Team	Source	Quotation
3.2.1	Establish agreed methodology to test viability of each scheme assessment	Foundation	Development Team / Finance Team	Housing Delivery Plan 2025	It will be vital to ensure there is an agreed methodology to test the viability of each scheme assessment
3.2.2	Review and implement revised Empty Homes Strategy to maximize stock utilization	Delivery	Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Review and implement a revised Empty Homes Strategy
3.2.3	Relaunch Home Release Scheme to optimize housing stock utilization	Delivery	Housing Operations Team	Housing Strategy Year 1 Action Plan	Relaunch the 'Home Release Scheme'

Objective 4: Creating Warmer, Energy Efficient and More Affordable Homes for a Sustainable Future

KR 4.0: Foundation - Establish climate strategy governance and implementation framework

ID	Description	Phase	Team	Source	Quotation
4.0.1	Establish Climate Change Programme governance with Cabinet approval for sustainability requirements	Foundation	Assistant Director Housing Services / Climate Change Manager	Climate Change Action Plan + Cabinet Requirements	Identify sustainability aspirations for the Housing Delivery Strategy and commit to an agreed minimum requirement to be approved by Cabinet

KR 4.1: (By Oct 2030): Achieve EPC Band C+ for 100% of technically/economically viable homes

ID	Description	Phase	Team	Source	Quotation
4.1.2	Ensure all Council stock has a current Energy Performance Certificate (EPC)	Foundation	Capital Works Manager	Climate Change Action Plan 2024/25	Ensure all Council stock has a current Energy Performance Certificate (EPC)
4.1.1	Secure minimum £530k annual external grant funding for energy efficiency improvements	Delivery	Capital Works Manager	Housing Strategy Year 1 Action Plan / Climate Change Action Plan	Continue to apply for available funding to carry out energy efficiency work on Council homes
4.1.3-	Commence loft insulation programme on properties identified through stock condition reports completed	Delivery	Capital Works Manager / Climate Change Manager	Climate Change Action Plan 2024/25	Commence loft insulation programme on properties identified through stock condition reports completed
4.1.4	Create an energy efficient replacement programme for all appliances in social spaces	Delivery	Capital Works Manager / Modernisation Manager	Climate Change Action Plan 2024/25	Develop a programme for all appliances in social spaces at Independent Living Schemes, for energy efficient ones

KR 4.2: (By March 2027): Establish clear interim carbon reduction milestones

ID	Description	Phase	Team	Source	Quotation
4.2.2	Research sustainable methods of construction for new build Council houses	Foundation	Assistant Director Housing / Assistant Director Asset Management / Climate Change Manager	Climate Change Action Plan 2024/25	Research sustainable methods of construction for new build Council houses
4.2.3	Explore the implementation of alternative technologies to conventional heating systems	Foundation	Capital Works Manager / Climate Change Manager	Climate Change Action Plan 2024/25	Explore the implementation of alternative technologies to conventional heating systems
4.2.1	Continue implementing Council's Climate Change and Green Futures programme across housing	Delivery	All Teams / Climate Change Manager	Housing Strategy Year 1 Action Plan	Continue to implement the actions in the Council's Climate Change and Green Futures programme
4.2.4	Complete the smart meter installation programme	Delivery	Capital Works Manager / Energy Team	Climate Change Action Plan 2024/25	Complete the smart meter installation programme

KR 4.3: (By March 2027): Commence impactful Phase 1 implementation of Carbon Management Action Plan

ID	Description	Phase	Team	Source	Quotation
4.3.1	Commence implementation of solar panel installations across the housing stock	Delivery	Capital Works Manager	Climate Change Action Plan 2024/25	Commence implementation of solar panel installations across the housing stock
4.3.2	Install hydrogen ready boilers across the housing stock	Delivery	Capital Works Manager	Climate Change Action Plan 2024/25	Install hydrogen ready boilers across the housing stock
4.3.4	Investigate options for renewable energy e.g. solar panel installation on building roof tops across the estate	Delivery	Capital Works Manager	Climate Change Action Plan 2024/25	Investigate options for renewable energy e.g. solar panel installation on building roof tops across the estate
4.3.5	Investigate and review heating settings across Independent Living properties	Delivery	Capital Works Manager / Independent Living Team	Climate Change Action Plan 2024/25	Investigate and review heating settings across Independent Living properties

KR 4.4: Secure external grant funding of at least £530k per year for decarbonisation

ID	Description	Phase	Team	Source	Quotation
4.4.1	Implement the Retrofit RoadMap	Delivery	Capital Works Manager / Assistant Director Environment Services	Climate Change Action Plan 2024/25	Implement the Retrofit RoadMap
4.4.3	Ensure that Borough residents are aware and signposted to appropriate retrofit funding	Delivery	Capital Works Manager / Assistant Director Environment Services	Climate Change Action Plan 2024/25	Ensure that Borough residents are aware and signposted to appropriate retrofit funding for energy efficient measures for their homes

Objective 5: Unlocking Potential: Empowering Tenants, Staff, and Innovation for Better Services

KR 5.0: Foundation - Establish tenant empowerment and innovation governance framework

ID	Description	Phase	Team	Source	Quotation
5.0.1	Establish comprehensive tenant empowerment framework ensuring systematic engagement and innovation	Foundation	Strategy Team / Housing Operations	Housing Strategy Year 1 Action Plan + AI Enhancement	Develop an Engagement Framework

KR 5.1: (By March 2028): Increase uptake of accessible digital-first services by 10%

ID	Description	Phase	Team	Source	Quotation
5.1.1	Review website/documents for accessibility and introduce customer portal for digital service access	Delivery	Strategy Team / Communications Team / ICT Team	Housing Strategy Year 1 Action Plan	Review our website and all documents to ensure that information about our services are easy to find and easy to understand
5.1.2	Review and streamline tenancy sign up process to optimize allocation efficiency	Delivery	Strategy Team / Housing Operations / Independent Living	Housing Strategy Year 1 Action Plan	Review the tenancy sign up process

KR 5.2: (From March 2026): Systematically use AMS activities and data to demonstrate measurable positive impacts

ID	Description	Phase	Team	Source	Quotation
5.2.3	Educate and inform social housing tenants on energy efficiency within the home	Delivery	Assistant Director Housing / Assistant Director Asset Management / Climate Change Manager	Climate Change Action Plan 2024/25	Educate and inform social housing tenants on energy efficiency within the home and other climate change related topics
5.2.4	Support the Housing Team and their understanding of retrofit measures being installed	Delivery	Assistant Director Asset Management / Climate Change Manager	Climate Change Action Plan 2024/25	Support the Housing Team and their understanding of retrofit measures being installed across the housing stock
5.2.5	Develop a user-friendly guide for tenants occupying new build properties with renewable energy technology	Delivery	Housing Operations / Communications	Climate Change Action Plan 2024/25	Develop a user-friendly guide for tenants occupying new build properties with

			Team / Climate Change Manager		renewable energy technology
5.2.6	Recruit and develop apprentices building internal capacity and career pathways	Delivery	Development Team / HR Team	Housing Delivery Plan 2025	We have recruited and developed two Degree Apprentices, building internal capacity while creating career pathways

Objective 6: Using Insightful Data to Drive Action and Improve Lives

KR 6.0: Foundation - Establish comprehensive data infrastructure and governance framework

ID	Description	Phase	Team	Source	Quotation
6.0.1	Establish comprehensive data governance framework and information management protocols	Foundation	Strategy Team / ICT Team / Data Protection Officer	Housing Strategy Year 1 Action Plan + AI Enhancement	Carry out data cleansing of all systems and implement a new filing structure in Housing

KR 6.1: (By March 2027): Achieve 95% coverage of accurate, accessible stock condition data

ID	Description	Phase	Team	Source	Quotation
6.1.1-CONSOLIDATED	Complete comprehensive stock condition survey of all 2,300 properties and garages/land	Foundation	Capital Works Manager	Climate Change Action Plan / Housing Strategy Year 1 Action Plan	Complete the stock condition survey on the remaining 2,300 properties. To commence in March 2025
6.1.2-CONSOLIDATED	Improve comprehensive knowledge about residents and properties through enhanced data systems	Foundation	Strategy Team / Capital Works Manager	Housing Strategy Year 1 Action Plan	Improve our knowledge and information about our residents and our properties
6.1.3	Participate in countywide private sector focused stock condition survey	Foundation	Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Participate in a countywide private sector focussed stock condition survey

KR 6.2: (By March 2027): Fully operational real-time AMS data dashboard

ID	Description	Phase	Team	Source	Quotation
6.2.1-CONSOLIDATED	Data cleansing of all systems and implement new filing structure for dashboard development	Foundation	Strategy Team / ICT Team	Housing Strategy Year 1 Action Plan	Carry out data cleansing of all systems and implement a new filing structure in Housing
6.2.2	Consider adoption of development cost assessment software (Panwin Lite) for project viability	Foundation	Development Team / Finance Team	Housing Delivery Plan 2025	Going forward, we would like to consider the adoption of a development cost assessment software (such as Panwin Lite)
6.2.3	Develop annual financial report identifying housebuilding programme financials for borrowing tracking	Delivery	Development Team / Finance Team	Housing Delivery Plan 2025	Development of an annual financial report: this will identify the financials

					around our housebuilding programme
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KR 6.3: (From March 2027): Embed quarterly data-driven review meetings

ID	Description	Phase	Team	Source	Quotation
6.3.2	Create programme of works for garage improvements using stock condition survey data	Delivery	Capital Works Manager	Housing Strategy Year 1 Action Plan	Using the stock condition survey, create a programme of works for garage improvements
6.3.1	Maintain active risk registers for each scheme covering performance, cash flow, supply chain	Scale & Optimize	Development Team / Capital Works Manager	Housing Delivery Plan 2025	We are to ensure active risk registers for each scheme are maintained covering contractor performance, cash flow, supply chain issues

KR 6.4: (Annually from Jun 2027): Generate 5 significant actionable insights from integrated data analysis

ID	Description	Phase	Team	Source	Quotation
6.4.1	Enhance consultation and feedback processes to generate actionable insights from integrated data	Scale & Optimize	Strategy Team / Development Team	Housing Delivery Plan 2025	We have enhanced consultation and feedback from our customers (tenants) and proactive engagement with elected members

KR 6.5: (Annually from March 2027): Achieve reduction in upheld complaints and increase in compliments

ID	Description	Phase	Team	Source	Quotation
6.5.3	Publicise actions for non-compliance with regulations in Private Sector Housing	Delivery	Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Publicise actions that can be taken for non-compliance with regulations in the Private Sector Housing
6.5.1	Utilize contractor relationships and risk registers to improve performance and reduce complaints	Scale & Optimize	Development Team / Capital Works Manager	Housing Delivery Plan 2025	Utilising established contractor relationships, maintaining project risk registers for each scheme

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Appendix 3

Equality Impact Assessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Deputy Chief Executive	Title of the Lead Officer responsible for EIA	Assistant Director of Asset Management and Development
Name of the policy or function to be assessed:		Asset Management Strategy	
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 Strategy, aligning with our Corporate Plan, Housing Delivery Plan, and Climate Change Strategy, aims to deliver imaginative, effective housing solutions that meet community needs and support sustainable development.			
2. What outcomes do you want to achieve from the policy or function? • 4,380 homes under strategic management • 250 new affordable homes delivery target (2025-2030) • £ 47 million capital investment programme			
3. Who is intended to benefit from the policy or function? Tenants will benefit from the strategy as it is designed to improve the standards of our housing stock and increase the number of new-builds and acquisitions.			
4. Who are the main stakeholders in relation to the policy or function? The two main stakeholders will be tenants and teams / colleagues within the Council, including; * Asset Management (e.g. Capital Works Manager / Modernisation officers / Development Team)			

- * Colleagues within Housing (e.g. Housing Operations)
- * Colleagues within Environmental Services (e.g. Climate Change team)

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

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

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

Tenants receive a transactional survey after a repair is completed and the opportunity to complete an annual tenant satisfaction survey.

Tenants that move into a new-build home also receive a survey to gain an understanding of experience.

Information from these surveys will enable the Council to baseline qualitative data, which will be monitored going forward.

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

This strategy has been developed through extensive consultation with internal stakeholders (including the Housing Influence Panel reviewing the Asset Management Compass), drawing on expertise across housing, development, finance, and strategy functions. The development process incorporated lessons learned from previous housing delivery programmes, best practice research, and detailed analysis of local housing needs and market conditions.

Our evidence base includes comprehensive analysis of housing stock condition, demographic trends, and strategic alignment with the Corporate Plan 2025-2030, Housing Delivery Plan 2025-30, and Climate Change and Green Futures Strategy. This multi-source approach ensures that strategic decisions are grounded in robust evidence while maintaining alignment with broader council objectives.

The consultation process revealed consistent themes around the need for systematic delivery mechanisms, enhanced governance structures, and improved performance monitoring. Stakeholders emphasised the importance of sustainable capacity building, strategic partnerships, and evidence-based decision making. These insights have been incorporated throughout the strategy, ensuring that operational approaches reflect organisational learning and stakeholder priorities.

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

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

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

The Council recognises that some tenants and leaseholders have additional support needs. The Council will consider each person's situation according to that person's individual circumstances when related to this strategy.

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

The strategy applies to all Council housing properties (existing and new), both General Needs and Independent Living.

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

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

The strategy 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 (see section 6), 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 strategy.

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:

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.

Disability:

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:

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 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.

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 – Assistant Director Asset Management and Development

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Report of the Portfolio Holder for Asset Management and Economic Development

Modernisation Team Apprentice Recruitment

1. Purpose of Report

To seek approval from Cabinet to recruit a new Modernisation Apprentice, using under used Apprenticeship Levy, within the Asset Management & Development Team, and outline the strategic benefits, onboarding process and expected outcomes of the appointment. It is intended that this role is targeted at an ex offender, as part of the councils ongoing commitment to recruiting hard to reach groups, set out in the Recruitment Policy.

2. Recommendation

Cabinet is asked to APPROVE the recruitment of an Apprentice, for the Asset Management and Development Team, both building on the success of the apprentice recruitment for the Development Team, but also as a further step towards a sustainable and affordable employment model for the team, effectively using publicly allocated Apprenticeship Levy funds to support the funding of the role.

3. Detail

As part of the Council's ongoing commitment to workforce development, and succession planning, the Asset Management & Development Team have identified the development opportunity, as a result of under used Apprenticeship Levy funding, to recruit an apprentice to support operational delivery in the Modernisation Team, whilst at the same time continuing with the authority's rich history in developing talent. The approach also aligns with one of the Council's corporate priorities around youth employment, skills development and inclusive growth.

We do have gaps in terms of the current Modernisation Assistant role, which is crucial to our ability to run the day to day Capital Programme. One of our current Modernisation Assistants has recently left the authority, and we are seeking a replacement through the recruitment process. This leaves us somewhat exposed in terms of the ability to provide administrative support to the Modernisation Team, which includes retrofit, but also the day to day work required to arrange appointments with customers, process purchase orders and administer our communal inbox. In addition, the Modernisation Assistants have been involved with supporting data cleansing processes, as we continue to work through the challenges of getting to a more stable position in terms of data quality, and I have encouraged them to support other teams within the department, as we look to 'blur the lines' in terms of the various different

factions in the A&D Team, and move closer to a 'One Team' culture. This is also directly supporting the current Social Housing Regulator inspection response, due in October 2025.

The role also helps us to further utilise unused apprenticeship levy, and continues to support the tradition the authority has in developing colleagues from within. It allows us to ensure that we have sufficient cover for these positions, and ideally always have 2 MDs available to assist the team. In addition, the intention is to fill the vacancy with an ex offender, through Release on Temporary License, which will further promote the authority's inclusive employment stance, in line with our amended recruitment policy, approved by Cabinet earlier in the year.

Centralised administration through Business Support will continue as per previous, and not be impacted by the introduction of this role.

4. Key Decision

Not applicable.

5. Updates from Scrutiny

Not applicable.

6. Financial Implications

The role will be a Grade 2 post. The 2025/26 budgeted annual cost of a Grade 2 post is £32,400 including oncosts, with the actual salary being £24,797. With the present salary line and National Insurance budgets for Asset Management & Development, forecast to underspend by circa £45k, these costs can be accommodated. There may be further savings towards the latter end of the financial year, through a full reduction of agency staff from the team, however a portion of this will be netted off by the employment of permanent staff filling those roles.

The Apprenticeship Levy can now be used for applicants who come into the business from an ex offender route, and the full £11k worth of educational costs associated with this role will be funded 100% through this external fund. This post will ensure the council fully utilises it's annual allocation of the Levy, and be in a position where no funds need to be returned to central government.

The role will predominately support the HRA Capital programme, therefore it is forecast that it will be 100% funded by the HRA Capital budget.

7. Legal Implications

The role will be targeted at an ex offender applicant, likely to be brought in on the Release On Temporary License scheme (ROTL). The Foster Avenue offices and surrounding area have been risk assessed, and the council has met all necessary obligations in terms of statutory requirements and duties to staff and members of the public.

8. Human Resources Implications

All necessary work has been done to ensure this recruitment approach is a success, however further work, both to prepare the current staff base, and the individual who is brought into this role, will be required, as part of an enhanced onboarding process.

9. Union Comments

The Union comments were as follows:

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.

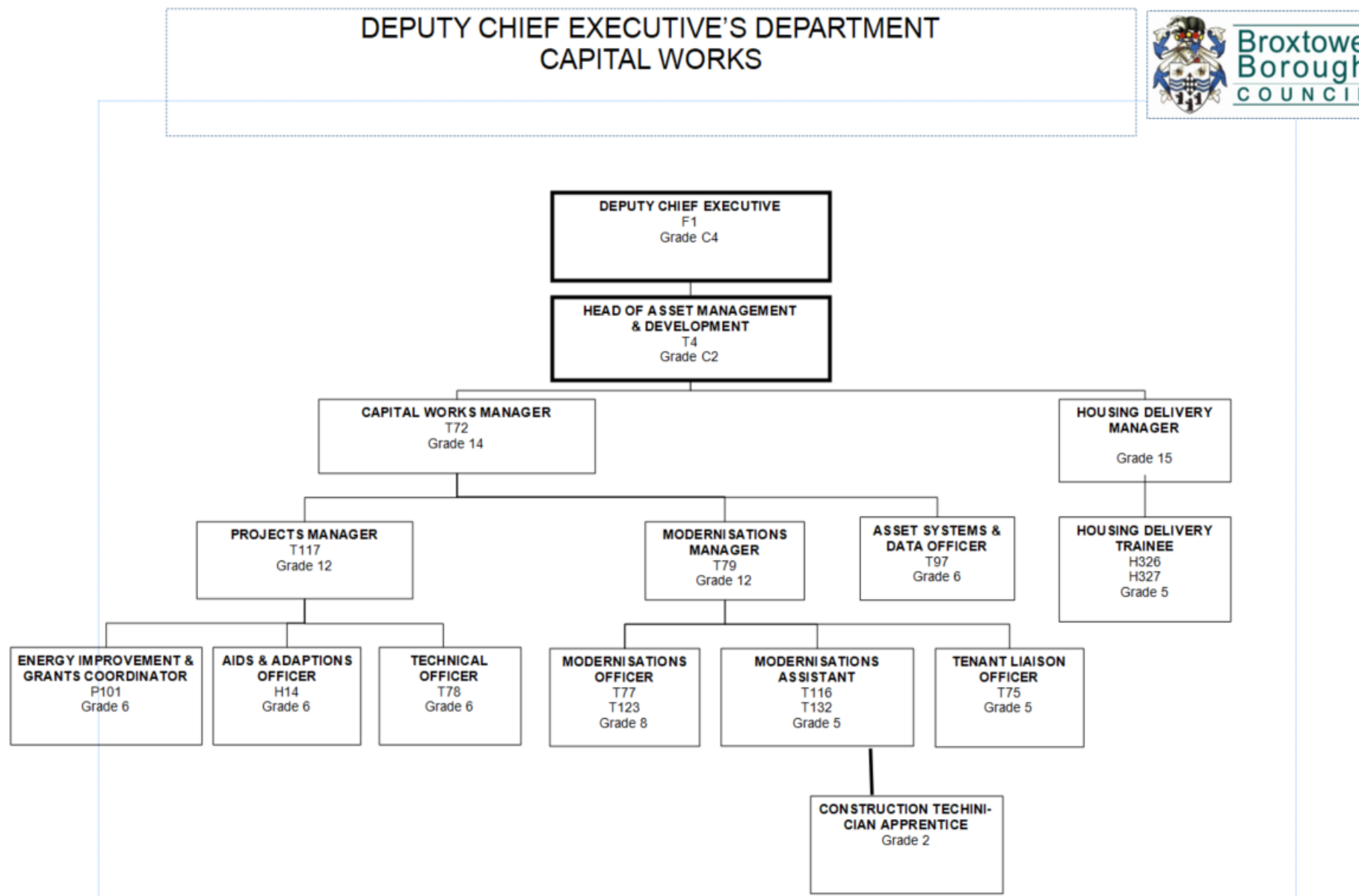
12. Equality Impact Assessment

This falls in line with the Council's Recruitment Policy.

13. Background Papers

Nil

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Report of the Portfolio Holder for Environment and Climate Change

Blue/Green Infrastructure Strategy

1. Purpose of Report

To seek approval for the revised Blue/Green Infrastructure Strategy. This is in accordance with the Council's Corporate Priority of Environment – 'Protect the environment for the future'

2. Recommendation

Cabinet is asked to APPROVE the adoption of the Blue/Green Infrastructure Strategy 2025-2030.

3. Detail

Engagement has been central to the development of the revised Blue/Green Infrastructure Strategy. From the outset, the Council undertook a series of targeted workshops with internal and external stakeholders, followed by a formal public consultation and a comprehensive review by the Policy Overview and Working Group. This process has ensured that the revised Strategy has been shaped by a broad and representative range of views.

The Policy Overview and Working Group met on 2 October 2025 to undertake a detailed review of the draft Strategy. Their feedback has helped to refine areas in relation to biodiversity zoning, blue infrastructure, and the integration of climate resilience. Updates arising from this review are detailed in **Section 5** of the report.

Following Cabinet approval in June 2025, a public consultation was held for approximately six weeks, concluding at the end of August 2025. The consultation included online and paper surveys and a dedicated focus group session. While 21 responses were received via the online survey, this built upon earlier engagement and workshops, ensuring a robust and inclusive process. Key updates from the consultation are summarised as follows:

- Increased the list of 'emerging opportunities' and BGI projects in the A610 Urban Corridor GBI Zone.
- Added additional opportunities to improve existing open spaces or increase BGI provision within areas of greenspace deficiency – within both the north and south of Broxtowe Borough.
- Emphasised the need for enhanced opportunities to access blue corridors as these spaces are currently visited less regularly than other types of BGI.

- Increased reference to opportunities for play and socialising in green spaces.
- Highlighted opportunities for increased woodland provision (in accordance with the principles of the 'right tree in the right place').
- Identified additional opportunities to improve the condition of some green spaces, as poor maintenance was perceived as the most common factor preventing visits to BGI assets.
- Added additional opportunities for flood risk alleviation.
- Added reference to localised landscape management interventions such as increased control of Himalayan Balsam along the River Trent and the increased use of relaxed mowing regimes.

The revised strategy

The revised strategy is structured around the principles set out in Natural England's Green Infrastructure Framework, with four key themes: Thriving and Prosperous, Nature Rich and Beautiful, Resilient and Climate Positive, and Active and Healthy. An integral element of the revised strategy is blue infrastructure, which has been incorporated as a cross-cutting theme rather than a stand-alone section. This helps to highlight its importance across all four theme areas and reflects the Council's commitment to integrate blue infrastructure within the Borough's broader Environmental agenda. A copy of the updated strategy can be found in **Appendix 1**.

Supporting Planning decisions

This revised strategy will play a key role in supporting planning decisions across the Borough. It aligns with the emerging Strategic Plan and provides a framework for embedding environmental and climate considerations into development proposals. To support this, a checklist has been included at the end of the strategy. This practical tool will assist planners, developers, and decision-makers in assessing proposals against the strategy's objectives.

Biodiversity

Reflecting the ecological diversity of Broxtowe, the Borough has now been zoned into six distinct biodiversity areas. This new approach allows for tailored interventions that respond to the unique environmental characteristics of each zone. It supports more effective habitat protection, enhancement, and climate resilience, and ensures that local biodiversity is preserved in line with the Climate Change and Green Futures Strategy.

Next Steps

Subject to Cabinet's agreement to adopt the strategy, the following steps will be undertaken to finalise and implement the document:

- The strategy will be professionally designed and formatted to ensure it is accessible and visually engaging.
- A one-page summary document will be produced to support wider communication and engagement.
- The action plan will be broken down into annual, costed, bite-sized actions to support delivery and maintain momentum across the five-year programme.
- Progress will be reported annually, aligned with the approach used for the Climate Change and Green Futures Carbon Management Plan, with updates provided to Members and agreement sought for the following year's actions.

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 201.

5. Updates from Scrutiny

The draft Blue-Green Infrastructure Strategy was reviewed by the Policy Overview and Working Group on 2 October 2025. The Group provided a range of constructive feedback, which has informed further revisions to the strategy. Key updates include:

Clearer Strategy and Definitions

- Cross-Boundary Working: The concept has been clarified and strengthened, with a distinct definition of blue infrastructure now included to support strategic understanding.
- Glossary Addition: A glossary has been added to aid interpretation of technical terminology throughout the document.

Making Spaces More Inclusive

- Accessibility Improvements: Chapter 2 has been revised to better reflect the importance of inclusive access to green and blue spaces.
- Engagement with Younger Audiences: The delivery framework has been updated to include actions and opportunities for schools and younger age groups, addressing a previously identified gap.

Realistic Views on Nature

- Nature-Rich and Beautiful Spaces: The strategy now acknowledges that ecological value is not always based upon visual appeal. It highlights the importance of natural processes such as death and decay, particularly in relation to veteran trees, which are an essential component of healthy ecosystems.

Improving Water and Local Areas

- Brook Naming and Water Quality Descriptors: Amendments have been made to improve the accuracy of Brook names and clarify definitions of water quality (e.g. “poor water quality”), alongside potential improvement measures.

Community Actions and Planning

- Nature Reserve Actions: The strategy now includes clearer direction on the Council’s ability to influence and support actions with Attenborough Nature Reserve.
- Small-Scale Community Actions: The Action Plan has been expanded to include small-scale interventions that residents can undertake, such as creating garden ponds, rewilding, and biodiversity-friendly practices on allotments and verges, emphasising that localised efforts can have a significant cumulative impact.

Making the Document Clearer

- Summary Document: A one-page summary has been requested by the Group to support public engagement, modelled on the format used for the Climate Change and Green Futures Strategy.
- Content Streamlining: Some repetition was identified between Chapters 3 and 5. Following discussions with the appointed consultant, it was agreed that the repetition serves a useful purpose in reinforcing key themes and will be retained, although a clearer explanation will be provided for each of the chapters.
- Minor Amendments: In addition to the scrutiny review, the Environment team also identified and addressed a number of minor grammatical and editorial amendments.

6. Financial Implications

The comments from the Interim Deputy Chief Executive and Section 151 Officer 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 that arise from this report the Council has enabling powers to propose and advocate for Green Infrastructure Improvements and work across its own estate and on wider sites. It forms part of the Council's Local Plan evidence base and together with other evidence will help to ensure revised policies accord with the National Planning Policy Framework's tests of soundness.

8. Human Resources Implications

Not applicable.

9. Union Comments

Not applicable.

10. Climate Change Implications

Having an up-to-date and comprehensive Blue/Green Infrastructure Strategy is important as it serves as a key foundation in supporting the Council's Climate Change ambitions. The revised strategy not only recognises the critical role of nature and green spaces in mitigating climate change but also establishes a framework for integrating sustainable practices into all aspects of planning and development.

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

An equality impact assessment has been completed and is found in **Appendix 2**.

13. Background Papers

Nil.

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Broxtowe Blue Green Infrastructure Strategy

Broxtowe Borough Council

Final report

Prepared by LUC

October 2025



Version	Status	Prepared	Checked	Approved	Date
1	Draft report	H Ward / J Baker / P Main / R West / S Crewe	S Crewe	S Crewe	08.05.2025
2	Draft report for consultation	S Crewe / P Main	S Crewe	S Crewe	16.07.2025
3	Final draft report	H Ward	S Crewe	S Crewe	23.09.2025
4	Final report	S Crewe	S Crewe	S Crewe	10.10.2025



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Executive summary

Purpose of the Strategy

LUC was commissioned by Broxtowe Borough Council to develop a refreshed Blue and Green Infrastructure (BGI) Strategy. This updated document incorporates a comprehensive approach to the Borough's blue infrastructure, providing an integrated evidence base for the Council.

The overarching aim of the BGI Strategy is to guide the planning of a network of multifunctional blue and green networks within the Borough, helping to deliver a range of environmental, economic and societal benefits. The document underpins the wider objectives of the Council, bringing together policies and strategic goals influencing decision making and direction. A partnership approach was adopted, involving both internal and external stakeholders, to help deliver improvements to the quality of the BGI resource in the Borough.

The concept of blue and green infrastructure

The Strategy has been updated to reflect changes since publication of the previous green infrastructure (GI) evidence for the Borough in 2015. This BGI Strategy now adopts the term BGI to further emphasise blue assets; including the river and canal networks which cross the landscape of the Borough. The importance of connectivity is also highlighted, through the promotion of BGI as a cross-boundary concept.

A 'themed' approach was used to explore the existing BGI assets within the Borough, consider key needs and explore deficiencies within the existing network. Four themes were identified, informed by the five Benefit Principles within the 'GI Principles Wheel' developed by Natural England as part of the Green Infrastructure (GI) Framework. The importance of water management forms a cross-cutting focus across the four themes.

The Strategy provides an overview of the current BGI network across the Borough through analysis of existing mapping, available datasets and baseline material. Existing BGI assets and patterns of provision are explored, with key issues and needs identified. This baseline review was completed with the aim of informing the development of spatially-specific BGI zones to target investment.

The spatial approach to blue and green infrastructure in Broxtowe Borough

Using the understanding of the distribution of BGI assets combined with areas of local needs, six BGI zones were developed to help direct the future delivery and investment in BGI across the Borough. The distribution of corridors (**Figure A**) and BGI zones (**Figure B**) within the Borough is shown overleaf.

The six BGI zones are listed below:

- A610 Urban Corridor;
- Babbington Rolling Farmlands;
- Beeston and Stapleford Urban Fringe;
- Eastern Farmed Wooded Fringe;
- Erewash Valley; and
- River Trent Corridor.

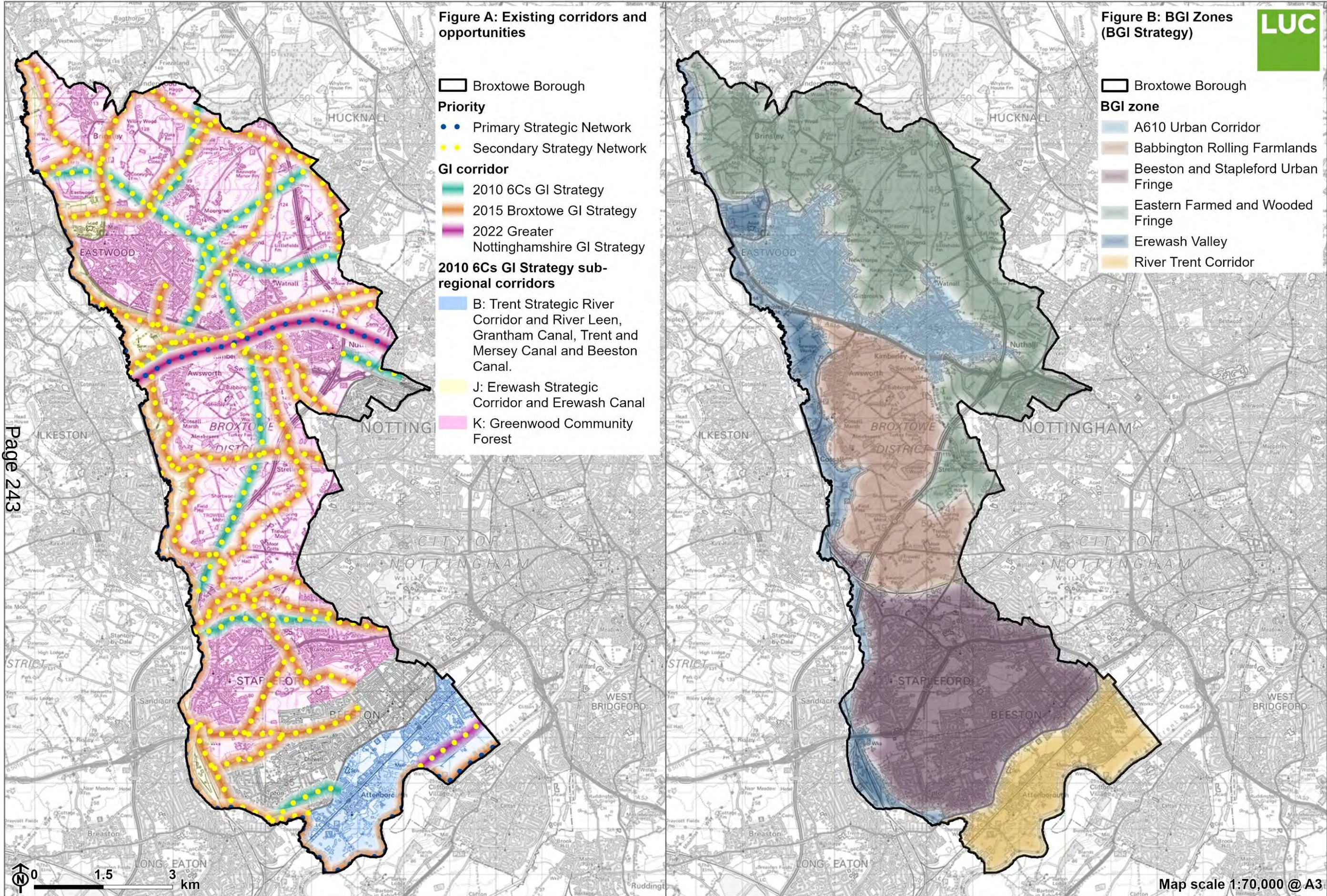
The BGI zones are spatially specific to the Borough and identify areas where similar and unified BGI interventions offer the opportunity to enhance the BGI network at the strategic scale. The BGI zones helped to guide the identification of BGI opportunities and the creation of the action plans.

Development of the five-year action plan

Each of the six BGI zones provide a streamlined approach to the identification and delivery of BGI interventions. Their aim is to provide a framework for action to help policymakers, developers, community groups and residents to deliver appropriate, multifunctional and resilient BGI across the Borough.

The BGI Strategy includes a five-year action plan, structured by BGI zone, to promote the future delivery of BGI across the Borough. A number of actions are identified within each BGI zone, including three 'priority actions', demonstrating a variety of project types and costs. The intention is for these actions to be taken forward by various partners through various delivery mechanisms or when funding becomes available. Whilst some actions are spatially specific, the principles of other key actions offer the opportunity to be replicated across the Borough.

Figures A and B: Distribution of existing corridors, opportunities and BGI Zones



Chapter 1

Introduction

1.1 LUC was commissioned by Broxtowe Borough Council to develop a refresh and update of the Green Infrastructure (GI) Strategy for the Borough. This revised document (herein referred to as the 'BGI Strategy') aims to ensure a more balanced method to infrastructure planning, incorporating a comprehensive approach to the Borough's blue infrastructure. The integrated document updates and replaces the information included within the previous GI Strategy. Consideration of both blue and green infrastructure (BGI) within the BGI Strategy provides an integrated evidence base for the Borough. The importance of connectivity is also highlighted, through the promotion of BGI as a cross-boundary concept.

1.2 The overarching aim of the BGI Strategy is to guide the planning of a network of multifunctional green and blue networks within the Borough, helping to deliver a range of environmental, economic and societal benefits. The document underpins wider objectives of the Council, bringing together policies and strategic goals influencing decision making and direction. A partnership approach was adopted, involving both internal and external stakeholders, to help deliver improvements to the quality of the BGI resource in the Borough.

Structure of this report

1.3 The BGI Strategy is structured as follows:

- Introduction
 - Outlines the structure of the document. The concept of BGI is introduced, reflecting on the evolution of approach since publication of the previous GI Strategy in 2015.
- BGI in Broxtowe Borough today
 - Provides an overview of the existing BGI context within the Borough, including an updated understanding of local needs. This chapter explores the existing BGI assets, highlighting patterns of BGI provision and deficiency.
- Spatial approach to BGI zoning and overview of opportunities
 - BGI zones are identified based on the findings of the baseline analysis and local needs assessment.

- Delivery mechanisms
 - Identifies delivery mechanisms to help shape the future planning, design, management and delivery of BGI across the Borough.
- Action plans
 - Structured action plans outlining specific actions and potential delivery partners / mechanisms within each BGI zone.

1.4 The BGI Strategy is also supported by the appendices listed below:

- Appendix A: Policy review;
- Appendix B: Developer checklist; and
- Appendix C: Glossary.

What is Blue Green Infrastructure?

1.5 Since the publication of the 2015 GI Strategy, the definition of GI has evolved to incorporate wider environmental and societal assets and benefits. The concept has also become increasingly prevalent in national policy and the wider planning context, including with developers and transport authorities.

1.6 In addition, GI has been promoted through the 2018 publication of the 25 Year Environment Plan [\[See reference 1\]](#). The Landscape Institute, the chartered body for the landscape profession, has also urged that it has ‘never been more necessary to invest in GI...the role of GI in addressing the challenges of the 21st century cannot be underestimated’ [\[See reference 2\]](#).

1.7 The term GI is also now widely adopted and is used to describe the network of natural and semi-natural features as well as ‘blue’ assets such as rivers, ponds and lakes. GI is not limited to traditional greenspaces such as parks and can involve various interventions to thread nature into streetscapes or to increase connectivity between assets at various landscape scales. **This BGI Strategy adopts the term BGI to further emphasise blue assets, including the river and canal networks which cross the Borough.**

The National Planning Policy Framework (NPPF) [\[See reference 3\]](#) 2024 defines GI as: ‘A network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity.’

1.8 The BGI assets considered for the purpose of this BGI Strategy are listed as follows and are displayed visually in **Figures 1.1 and 1.2**.

- Managed and semi-natural greenspaces:
 - Public parks and gardens;
 - Formal and informal open space, including civic spaces, churchyards, amenity greenspace, play space and allotments; and
 - Nature conservation sites.
- Linear linkages:
 - River corridors;
 - Canal networks;
 - Public Rights of Way (PRoW), promoted routes and cycle infrastructure; and
 - Disused railway lines.
- Elements of the built environment:
 - Road verges and street trees;
 - Private gardens; and
 - Urban greening features, including green walls, green roofs and Sustainable Drainage Systems (SuDS).
- Aspects of the wider landscape:
 - Farmland;
 - Wetlands; and
 - Forestry and woodland.

Figure 1.1: Components of BGI

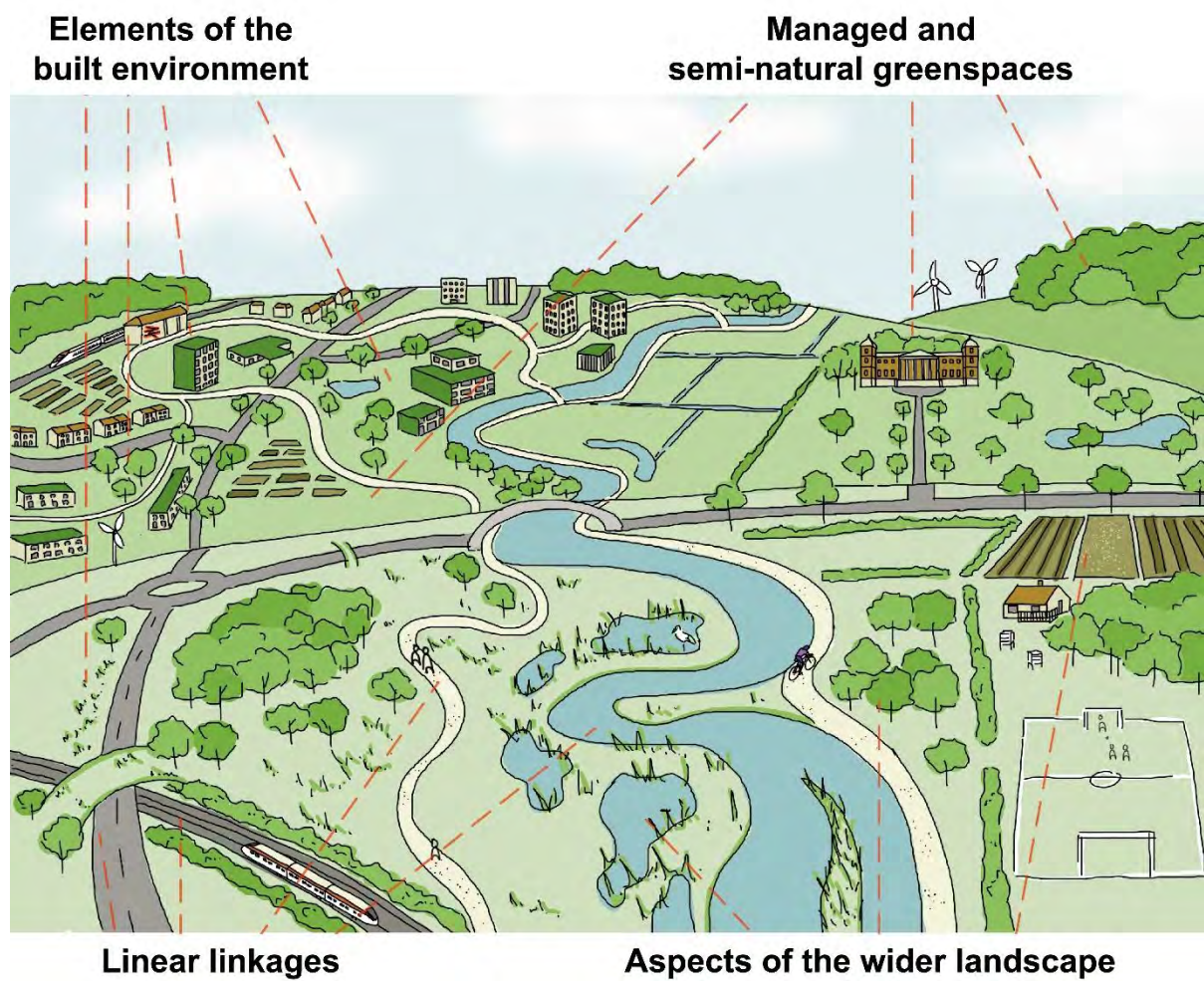
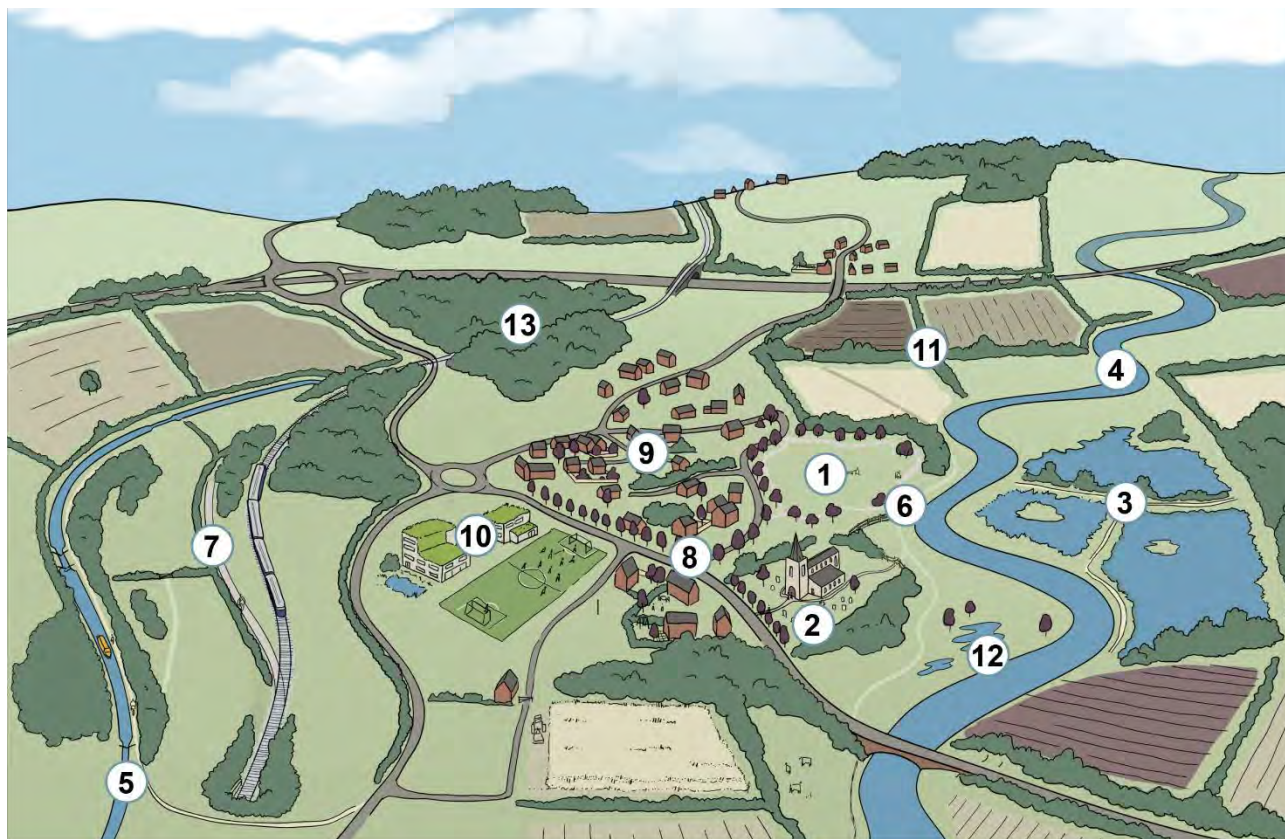


Figure 1.2: Example BGI assets

1. Public parks and gardens;
2. Formal and informal open space, including civic spaces, churchyards, amenity greenspace, play space and allotments;
3. Nature conservation sites;
4. River corridors;
5. Canal networks;
6. Public Rights of Way (PRoW), promoted routes and cycle infrastructure;
7. Disused railway lines;
8. Road verges and street trees;
9. Private gardens;
10. Urban greening features, including green walls, green roofs and Sustainable Drainage Systems (SuDS);
11. Farmland;
12. Wetlands; and
13. Forestry and woodland

Benefits of BGI

1.9 BGI is defined by its multifunctionality, with a single asset having the ability to provide a number of benefits to people, wildlife and wider environmental functions. It is this variety of societal, environmental and economic benefits that play an important role in the delivery of sustainable growth.

Planning Practice Guidance [**See reference 4**] states that: 'GI is a natural capital asset that provides multiple benefits, at a range of scales. For communities, these benefits can include enhanced wellbeing, outdoor recreation and access, enhanced biodiversity and landscapes, food and energy production, urban cooling, and the management of flood risk. These benefits are also known as ecosystem services.'

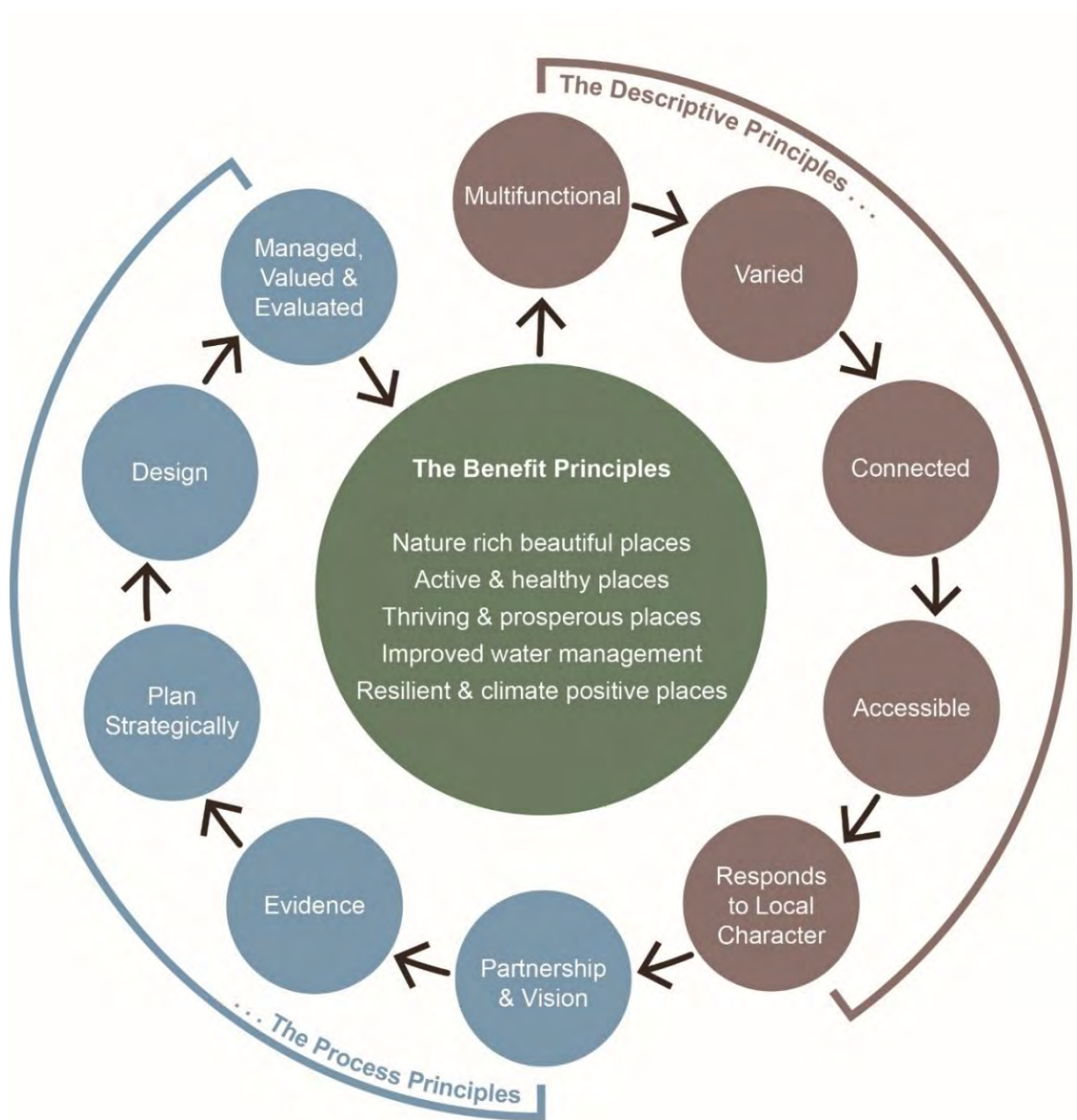
1.10 BGI provides a number of functions, of varying weight and importance. This is particularly relevant where differing purposes conflict with each other. For example, the delivery of biodiversity enhancements (favourable status of statutorily designated sites or species) at select locations should be balanced with the need for active transport or recreation.

1.11 Owing to its multifunctionality, the benefits of high-quality BGI are numerous and far reaching. The 'GI Principles Wheel' developed by Natural England (see **Figure 1.3**) outlines 15 principles to promote the successful delivery of GI. These 15 principles are comprised of the following:

- Five 'Benefits of GI';
- Five 'Descriptive Principles'; and
- Five 'Process Principles'.

1.12 The five 'Benefit Principles' summarise the role GI can play in the creation of high quality attractive places, providing a setting for healthy, active day-to-day living.

Figure 1.3: 'GI Principles Wheel', as developed by Natural England



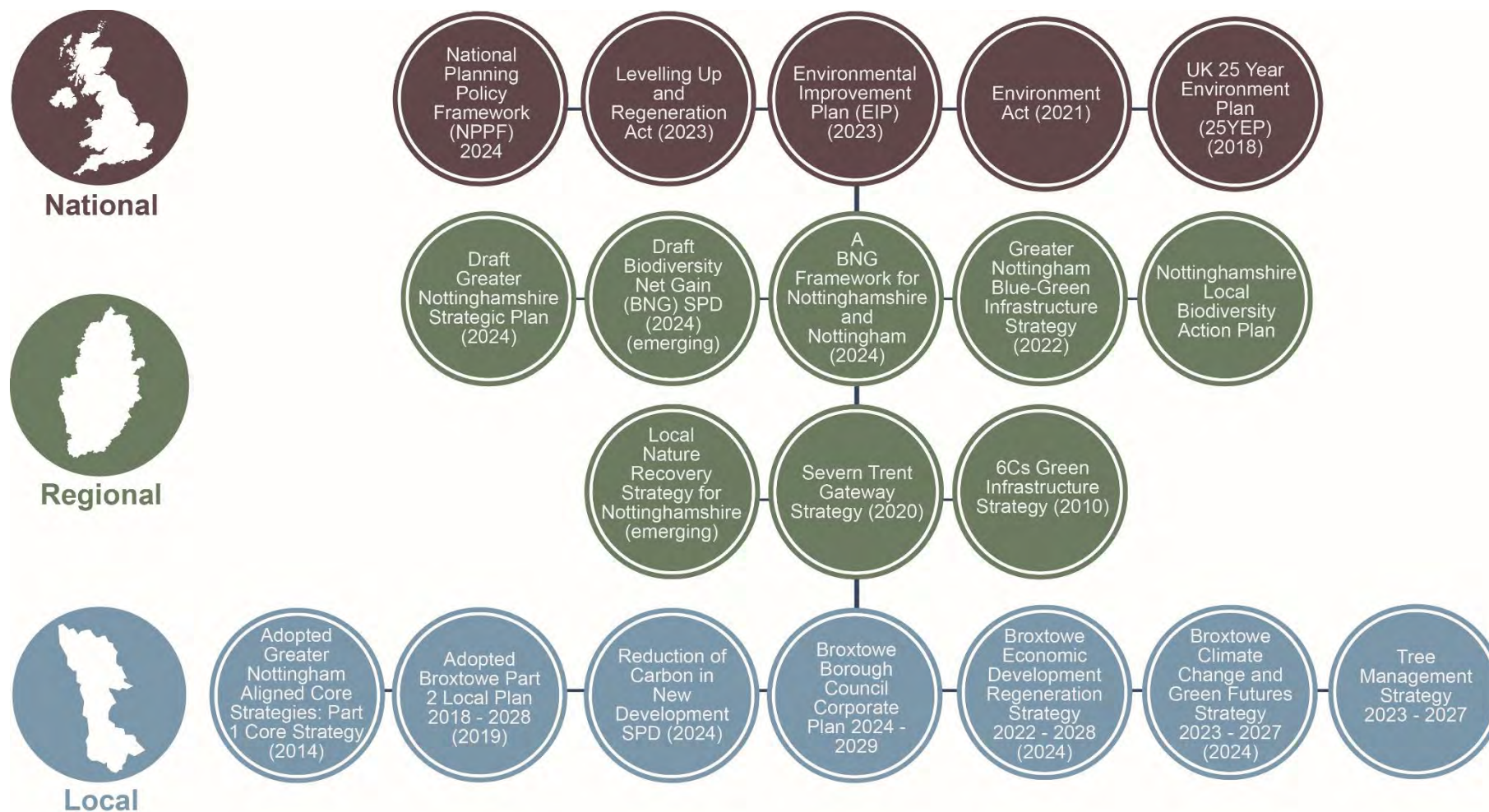
Why does Broxtowe Borough need a revised BGI Strategy?

1.13 Since publication of the 2015 GI Strategy, the policy landscape for BGI at a national, regional and local level has undergone significant change. This BGI Strategy aligns with this new policy context (see **Appendix A**). A summary of the policy context is outlined as follows and displayed visually in **Figure 1.4**.

- Nationally, the 25 Year Environment Plan set the direction for the Environment Act [\[See reference 5\]](#), including long-term targets for environmental improvement; including:
 - A requirement for the preparation of Local Nature Recovery Strategies (LNRS) across England which identify spatial opportunities for nature restoration at regional scales. The Nottinghamshire LNRS is due for publication in Autumn 2025. The opportunities identified within this BGI Strategy have sought to align with the opportunities of the LNRS.
 - The implementation of mandatory Biodiversity Net Gain (BNG) for all new development. This forms an important delivery mechanism for BGI. In addition, the Act includes a duty on local authorities to review policies regarding nature conservation every five years.
- To support the push for GI up the planning agenda, the Natural England GI Framework [\[See reference 6\]](#) was launched in February 2023, a commitment made within the 25 Year Environment Plan. The tool provides a new mechanism to support both local authorities and developers to deliver well planned, designed and maintained GI.
- Regionally, a Blue Green Infrastructure Strategy for Greater Nottingham was published in January 2022 and identifies key strategic BGI and ecological networks within Greater Nottingham.
- Locally, the Council has produced a Climate Change and Green Futures Strategy which identifies 10 themes to address the climate emergency in the Borough. The opportunity exists for BGI to align with these themes and provide joined up approaches to BGI delivery.

1.14 This BGI Strategy considers these policy changes alongside an up to date assessment of the BGI network. The document provides an updated guide for developers and planners when preparing and assessing development proposals to ensure that the provision of BGI is optimised both on and off-site. Other key BGI actions are identified for delivery as part of a wider partnership approach within the Borough.

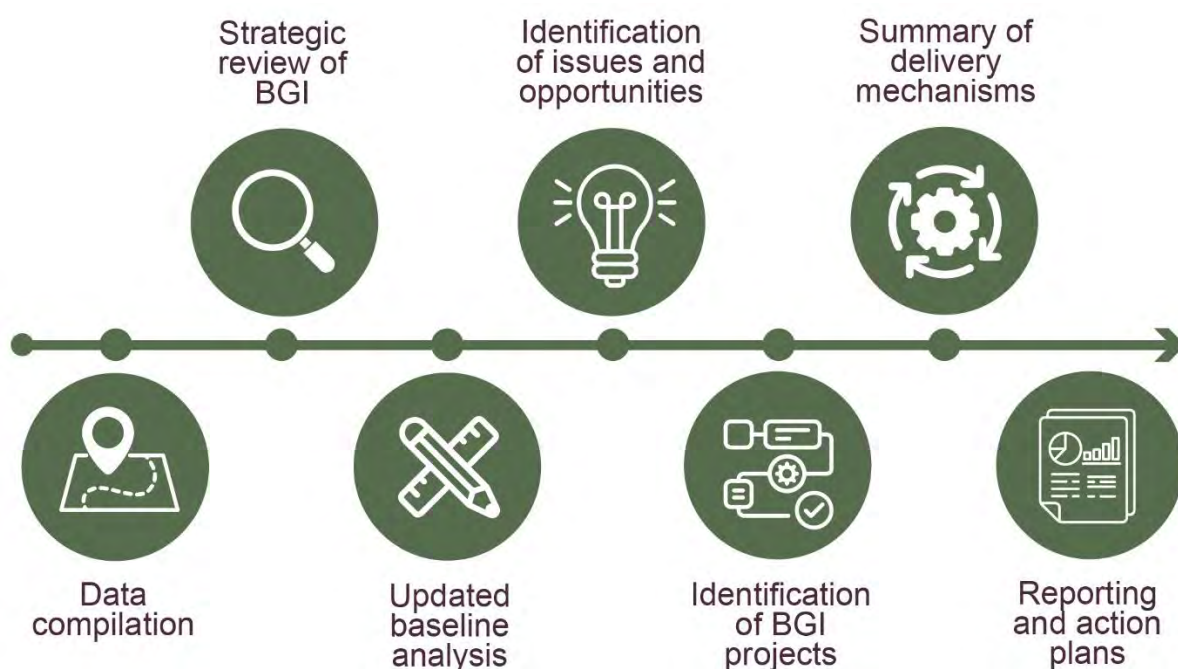
Figure 1.4: Summary of policy context



How has the BGI Strategy been produced?

1.15 This BGI Strategy was produced following a bespoke methodology comprised of a series of tasks, as outlined below and illustrated in **Figure 1.5**.

Figure 1.5: Overview of methodology



Task 1: Data compilation

- Data was collated to ensure the baseline understanding of BGI in the Borough was up to date. National data contained within the Natural England Green Infrastructure Framework was supplemented with locally held data sources to provide a holistic evidence base.

Task 2: Strategic review of BGI

- The policy context was reviewed to ensure alignment with the current national and local policy agenda, including climate resilience / nature recovery commitments to help streamline funding efforts.
- The strategic context was updated to reflect the Council's overarching priorities and goals.
- Feedback from the Council regarding lessons learnt from implementing the 2015 GI Strategy was collected and reviewed.

Task 3: Updated baseline analysis

- The current functionality of the BGI network was reviewed to reflect changes since 2015. Gaps in the network were identified with a view to informing future BGI opportunities. Existing assets and patterns of provision were explored, with key benefits and needs set out as part of a 'thematic' approach.
- The baseline sections relating to blue infrastructure were also expanded. This task included targeted engagement with Council teams and technical stakeholders to ensure long-term buy-in and mitigation of project risks.

Task 4: Identification of issues and opportunities

- Working with the Council, the list of BGI opportunities was updated to reflect delivery to-date.
- Based on the findings of the baseline analysis and key issues, additional opportunities were defined to enhance local and strategic BGI networks.

Task 5: Identification of BGI actions

- The findings from the above tasks was used to inform the identification of actions for the protection and enhancement of the BGI network. These actions provide a clear 'shopping list' of improvements to repair, reconnect and restore BGI over the five-year period of the BGI Strategy.

Task 6: Summary of delivery mechanisms

- Delivery mechanisms to shape the future planning, design and management of BGI were identified.

Task 7: Reporting and development of the supporting action plans

- The BGI Strategy was developed to provide a clear and concise set of action plans, forming a 'toolbox' for BGI delivery.

Integration of responses from public consultation

The BGI Strategy was available online for **public consultation from 24 July to 1 September 2025**. An in-person public consultation session was also hosted at the Council Offices in Beeston on 14 August 2025. Participant responses via the online survey were limited, with only 21 participants providing feedback. The in-person consultation session was joined by eight attendees.

Full statistical analysis of the public consultation responses has therefore not been included within the BGI Strategy as the results may not be representative of the wider population. However, themes and issues identified as part of the public consultation have informed the development of the final iteration of the document. Key findings from public consultation within this document are presented in yellow text boxes throughout the BGI Strategy.

How to use this document

1.16 The BGI Strategy provides a 'how-to' guide to help ensure that BGI is successfully delivered in the Borough. The BGI Strategy has been undertaken in close cooperation with partners, with inputs gathered via virtual stakeholder workshops in March 2025. These sessions were used to inform the preparation of the updated BGI Strategy.

1.17 Feedback from stakeholder consultation indicated that the delivery of GI initiatives identified in the 2015 GI Strategy had been impacted by the lack of clarity on how to interpret the document in a planning context, by both planners and developers. Consequently, a series of user guides have been developed as part of this BGI Strategy to demonstrate how the document should be used by various audiences (see **Figures 1.6 a-c**). **Figure 1.7** outlines the role of the BGI Strategy in the planning process.

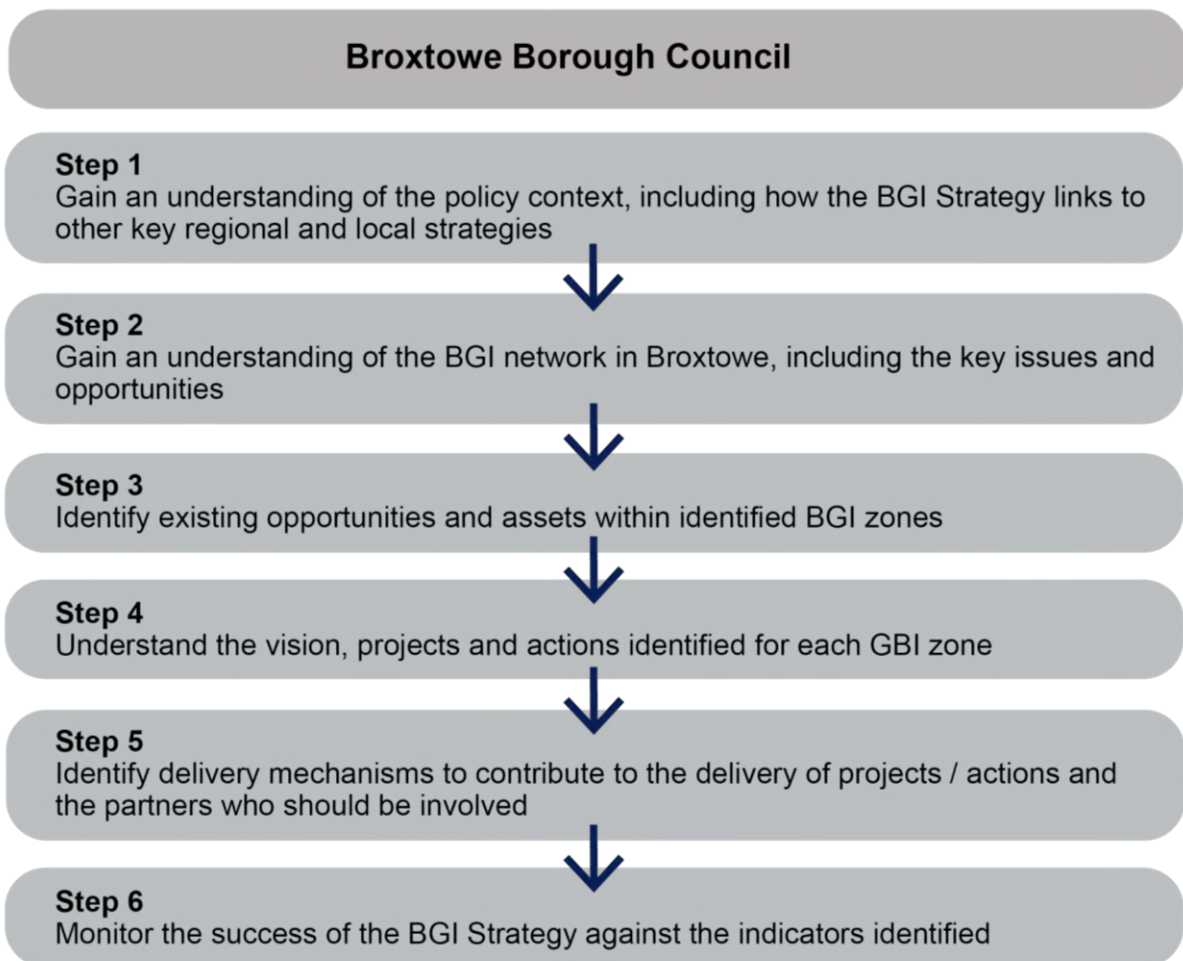
Figure 1.6a: User guide – Broxtowe Borough Council

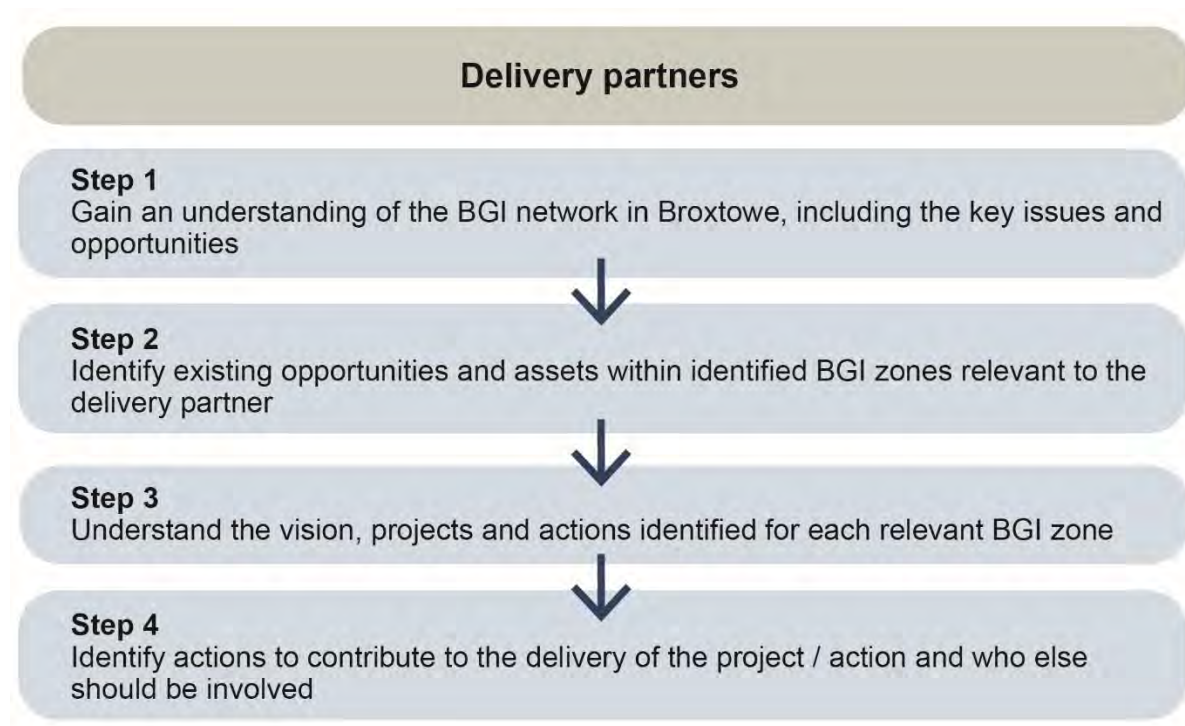
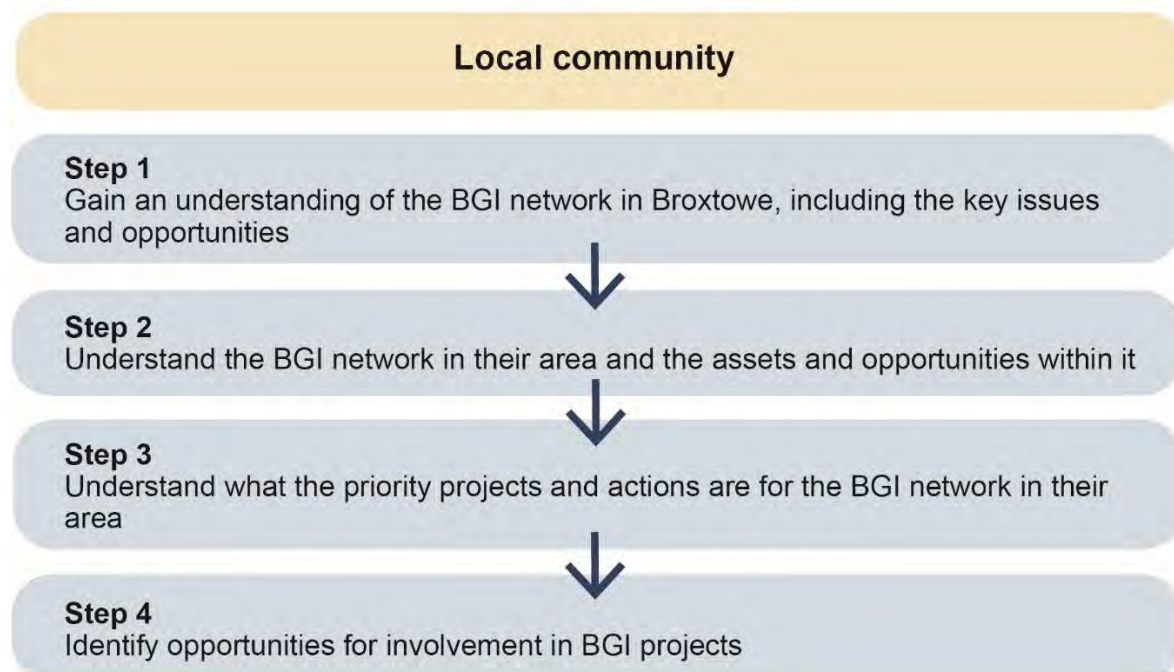
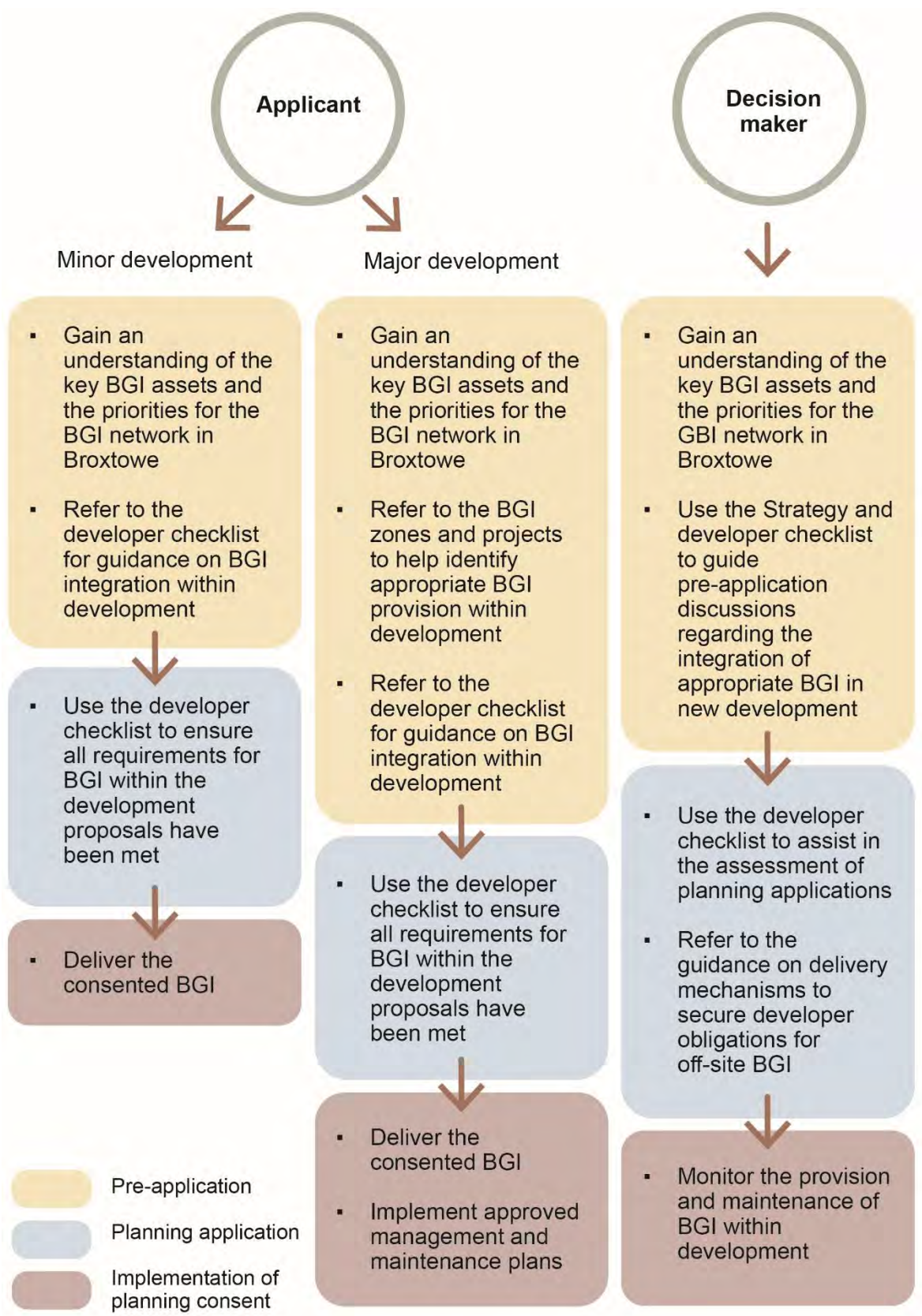
Figure 1.6b: User guide – Delivery partners**Figure 1.6c: User guide – Local community**

Figure 1.7: Role of the BGI Strategy in the planning process



Chapter 2

BGI in Broxtowe Borough Today

2.1 A ‘themed’ approach was adopted to explore the existing BGI assets within the Borough, consider key needs and explore deficiencies within the existing network. This approach also provides synergy with the Climate Change and Green Futures Strategy. Four themes have been identified, informed by the five Benefit Principles within the ‘GI Principles Wheel’, as developed by Natural England (see **Chapter 1**). The importance of water management forms a cross-cutting focus across the four themes (see **Figure 2.1**).

Figure 2.1: BGI themes



Nature-rich and beautiful

2.2 This theme explores how BGI supports wildlife and nature recovery. It is related primarily to large-scale semi-natural habitats, natural heritage designations and connectivity for key species. Although the Natural England terminology is adopted, this BGI Strategy acknowledges that BGI does not necessarily need to be ‘beautiful’ to offer wildlife value.

Active and healthy

2.3 This theme identifies BGI which is publicly accessible, including PRow, active travel routes, open space and all open access land. The importance of

promoting inclusive accessibility is highlighted. Key demographic and health data for the Borough is also examined.

Thriving and prosperous

2.4 This theme explores BGI which enhances the distinctive local character of the Borough, supporting thriving and prosperous communities. The potential of BGI as a tool for the sensitive and sustainable incorporation of development into the Borough's existing landscape fabric is examined.

Resilient and climate-positive

2.5 This theme outlines the key assets which deliver life-supporting environmental processes, including flood management, carbon storage in vegetation and air / water quality improvement. The interaction of physical influences within the landscape, including the blue infrastructure network, geology and tree cover are also considered.

Nature-rich and beautiful

The need for nature-rich and beautiful BGI

- There are six sites of special scientific interest (SSSIs) across the Borough, representing nationally significant areas of biodiversity or geology. These cover approximately 258 hectares (3% of the Borough) which is significantly below the national average. However, a network of locally designated local wildlife sites (LWS) and local nature reserves (LNRs) help to promote connectivity within this network (see **Figure 2.2a**). Five of the six SSSIs include at least one feature that is reported to be in an unfavourable condition.



Attenborough Nature Reserve – gravel pit habitats

- Natural England's national biodiversity climate change vulnerability model [\[See reference 7\]](#) indicates that 502 hectares of habitat within the Borough is at the highest risk of damage due to climate change. These high risk locations are distributed across the Borough, albeit located predominantly within flood zones or adjacent to existing settlement

(including Brinsley, Eastwood, Kimberley, Beeston and Attenborough) (see **Figure 2.2b**).

- Habitats in the Borough include irreplaceable habitats which are considered functionally impossible to replace due to their complexity and time required for their establishment. This includes ancient semi-natural woodland (found predominantly in the north and east of the Borough), veteran trees, and lowland fen (found in fragmented pockets along the Erewash and Trent Valleys).
- The majority of watercourses in the Borough do not meet 'good' ecological status according to the Water Framework Directive (WFD) classification (see **Figure 2.2b**). This includes the Trent and Erewash (which are both classified as 'moderate'). In the north, the Nether Green Brook (which includes the tributary of Beauvale Brook) is classified as 'poor'.
- The River Trent has been impacted by thousands of years of human activity. Physical modification of the river includes dams and weirs which are a barrier to fish movement. A healthy and flourishing fish population can be a foundation of resilient aquatic ecosystems and benefit multiple other species [\[See reference 8\]](#).



River Trent

- The River Erewash is amongst one of the last remaining habitats of the globally endangered, white-clawed crayfish in Nottinghamshire [See reference 9]. Ponds and wetland features are required to benefit these local populations. However, these habitats must be carefully planned to prevent movement of invasive American signal crayfish into the watercourse [See reference 10].

How BGI supports a nature-rich and beautiful Borough

- There are 15 LNRs which cover 118 hectares (1% of the Borough) and a further seven sites owned or managed by Nottinghamshire Wildlife Trust. This exceeds the relevant headline standard in the Natural England Infrastructure Framework which recommends at least 1 hectare of LNR per 1,000 of the population.
- The below average cover of SSSIs is supplemented by a high provision of LWSs which covers 982 hectares – or approximately 12% of the Borough. These incorporate a range of grassland, woodland and wetland habitats (see **Figure 2.2a**).
- The Borough includes areas of neutral, acid and calcareous grassland, as well as grassland species associated with coal measures geology. The Biodiversity Opportunity Mapping identifies approximately 640 hectares of grassland across the Borough, though only 102 hectares are considered priority habitats. There are substantial concentrations of grassland habitat located between Strelley, Cossall and Trowell, south of the A610 and around the upper reaches of Gilt Brook [See reference 11].
- Acid grassland and heathland (approximately 80 hectares) is limited to several small isolated pockets within the Borough, predominantly in the south around Bramcote Ridge [See reference 12].
- Woodland cover is limited within the Borough, covering 561 hectares or 7%, which is less than the average 13% woodland cover across the UK. In general, areas of woodland are small (under two hectares in size) although there are 12 broadleaved woodlands which are over five hectares in size. Much of the woodland is found on the eastern side of the Borough with the largest contiguous woodland located at High Park Wood in Greasley. The Council manages 94 hectares of mixed woodland across the Borough and aims to identify and create one new woodland as part of its targeted action plan in 2025 [See reference 40].
- The network of hedgerows and field margins in the Borough act as valuable wildlife corridors across the farmed landscape, enhancing habitat

connectivity between areas of woodland, scrub and improved grassland. However, there is limited spatial data for these features.

Figure 2.2 a-b: Nature-rich and beautiful BGI need

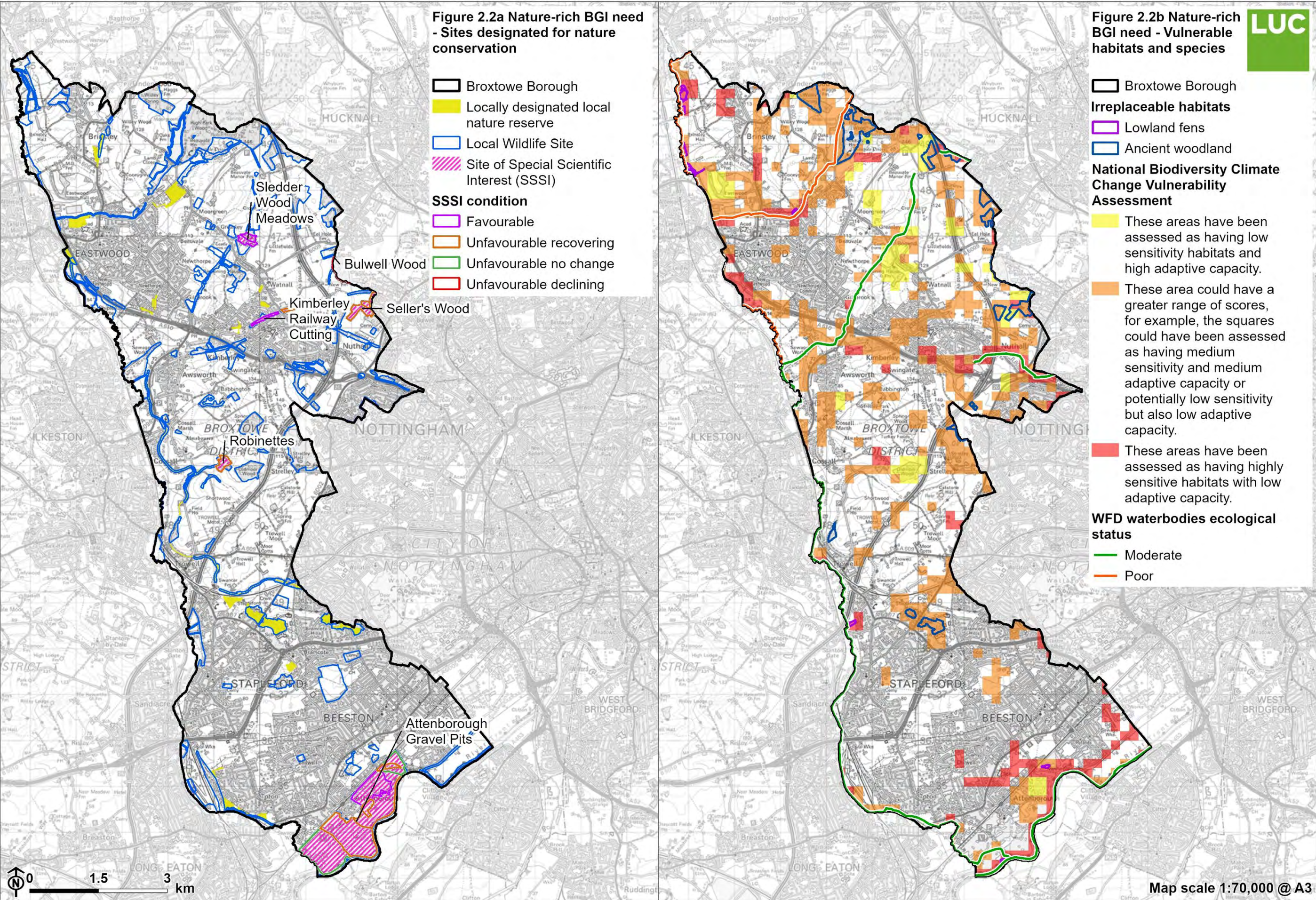
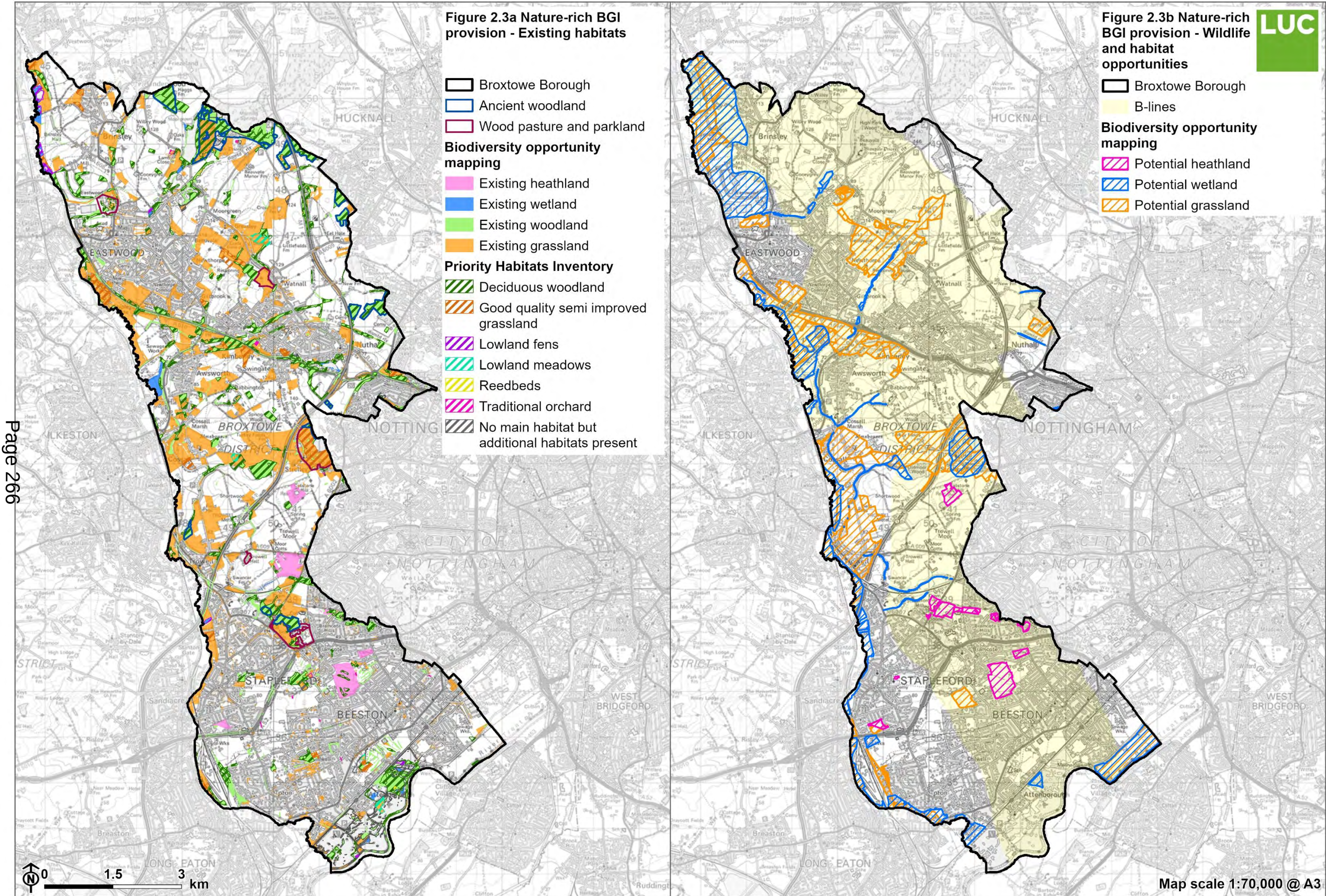


Figure 2.3 a-b: Nature-rich and beautiful provision





Colliers Wood

- Wood pasture and parkland (important habitat nationally and often associated with older estates and designed parklands) covers approximately 102 hectares of land in the Borough.
- Wetland habitats are primarily located in the Erewash and Trent Valleys. Wetland habitats include reedbeds (0.35 hectares), floodplain grazing marsh (0.22 hectares) and lowland fen and marsh (13.06 hectares). In the Trent Valley, wetland habitats are located predominantly in Attenborough Nature Reserve SSSI. In addition, the Nottingham Canal is a significant feature of ecological value, with sections of the route locally designated.
- A number of urban habitats within the Borough also provide habitats for wildlife. These include private gardens, churchyards, allotments, verges, school grounds and railway sidings. A number of areas are post-industrial or brownfield sites and support a rich variety of invertebrates. Urban areas can also support adaptable mammals such as foxes and hedgehogs.
- The varied habitats within the Borough support a number of priority species [See reference 13], most notably aquatic and riparian species such as water vole, otter and Atlantic salmon, barn owl, harvest mouse and bats.

- The Biodiversity Opportunity mapping identifies potential areas for habitat creation which would help promote connected grassland and wetland habitats, notably north to south through the Erewash Valley, and east to west along the A610 and between Strelley and Cossall (see **Figure 2.3b**).
- A B-Line, indicating opportunities for habitats to improve connectivity [See **reference 14**] for pollinators, is aligned north to south within the Borough (see **Figure 2.3b**).

Key findings from public consultation

In general, the results of the public consultation indicate support for increased coverage of all types of semi-natural habitats in the Borough, particularly woodland provision. This includes opportunities for increased tree planting, in accordance with the principles of the 'right tree in the right place'. Support for 'adopt a tree' programmes within urban contexts was also noted. Respondents raised concerns that increased development has the potential to threaten semi-natural habitats across the Borough.



Erewash Valley Trail at Nottingham Canal (between Trowell and Cossall)

Active and healthy

The need for active and healthy BGI

- The median age of the population in the Borough is 43 years, higher than the average for the East Midlands (41 years) and England (40 years). Between 2011 and 2021, the population aged between 65 and 74 increased by 19% [See reference 15]. 18.3% of residents in the Borough identify as being disabled [See reference 16].
- The Indices for Multiple Deprivation identify pockets of deprivation within the Health and Disability domain, including within parts of Chilwell West and Eastwood Hilltop and Eastwood St Mary's, which are in the 20% most deprived areas nationally [See reference 17].
- The sensitivity layer in the *ClimateJust* mapping [See reference 18] identifies populations most susceptible to climate change based on their health and ages. Areas of Beeston, a pocket of north-west Stapleford and land bordering the A610 in Eastwood are described as exhibiting an acute sensitivity to climate change within the Borough (see **Figure 2.4a**).
- The Woodland Trust Tree Equity Score estimates existing tree canopy coverage within the Borough at 64m² / person. The Borough is allocated a composite score of 85 (out of 100), demonstrating a moderate / good overall assessment of tree equity. The lowest scores are located in the south at Beeston Rylands and at Chilwell.
- The Borough has one of the highest rates of hospital admissions for mental health conditions for under 18 year-olds in the East Midlands [See reference 19]. Children aged 3-11 report slightly lower levels of happiness, life satisfaction and life worthwhileness compared to children in the rest of Nottinghamshire and across England [See reference 20].
- 44% of children and young people in the Borough are physically active, which is lower than the regional and national averages of 45.7% and 47.8% respectively [See reference 21].
- Air pollution levels in the Borough, namely nitrogen dioxide (NO₂), were below the national objective of 40µg/m³ at all monitoring sites in 2021, including within the remaining Air Quality Management Area (AQMA) in Trowell. The primary sources of air pollution in the Borough are vehicle emissions, especially from the M1 motorway and A52 road. An estimated 90 deaths in 2020 were attributable to exposure to NO₂ and particulate matter in the Borough. The Borough faces challenges in addressing

pollution from major roads it does not control and the Council continues to collaborate with partners to reduce emissions and monitor air quality hotspots [\[See reference 22\]](#). The highest levels of PM_{2.5} particulate matter are recorded in the south of the Borough, located at the eastern extent of Beeston and at land associated with Toton Sidings (see **Figure 2.4b**). Other areas exposed to relatively higher concentrations of PM_{2.5} are generally associated with areas of settlement (including Stapleford, Eastwood, Kimberley and Beeston) as well as pockets of the M1 corridor.

- Noise pollution greater than 55dB from roads is evident across much of central areas of the Borough, associated with the M1 and minor road networks within areas of settlement. Areas exposed to high noise levels due to rail lie to the west and south of the Borough, associated with the routes of the Nottingham to Leeds and Nottingham to Matlock rail lines (see **Figure 2.4b**). Exposure to ongoing noise above 50dB has been shown to have an impact on health [\[See reference 23\]](#).

How BGI supports an active and healthy Broxtowe Borough

- Accessible greenspace in the Borough includes parks and gardens, informal amenity space, playing pitches and natural greenspaces. The Borough includes a total provision of 572 hectares, equating to 5.16 hectares per 1,000 of the population. Natural England recommends that local authorities have at least three hectares of publicly accessible greenspace per 1,000 of the population. Accessible greenspace offers spaces for physical activity, an enhanced connection with nature and opportunities for social connection which can improve wellbeing.

Key findings from public consultation

The need to ensure greenspaces are protected from future development was raised by a number of respondents. Opportunities to improve the quality and value of existing open spaces and / or increase BGI provision within areas of greenspace deficiency was also noted. Future enhancements to BGI assets also offer the potential to maximise opportunities for natural play and socialising. Support for community involvement in the creation of pocket parks close to where people live was highlighted during public consultation.



Hemlock Stone Open Space

- The 15 LNRs in the Borough are managed to encourage visitors to connect with nature. A number of the sites involve friends-of groups and host regular volunteer workdays as part of a programme of active management.
- Gaps in provision to accessible greenspace are more prevalent in the east of the Borough, including populated parts of Beeston. Other areas of greenspace deficiency include areas of Watnall, Nuthall and Strelley (see **Figure 2.5a**). Access to greenspace close to home is highest around Trowell, Bramcote and north Stapleford, Awsworth and north Eastwood.
- There are over 210 km of Public Rights of Way (PRoW) within the Borough, with particularly dense networks located at Brinsley, Eastwood and Kimberley. A high density of PRoW are also evident crossing the landscape immediately south of the A610 corridor, stretching southwards to Cossall. These routes promote physical activity including walking, running and cycling. Many of these follow field boundaries, railway lines and water courses, and allow people to access the wider rural landscape.



PRoW accommodated on a disused railway at Kimberley

- Areas of the Borough with a relatively low density of PRoW are associated with land bordering the M1 corridor. Areas of settlement at Beeston and Stapleford, as well as a pocket of land at Eastwood Hall, are also typified by access to relatively few PRoW routes.
- The PRoW network includes over 83 km of longer distance walking routes; including Broxtowe Country Trail, Robin Hood Way, Nottingham Canal towpath, Erewash Valley Trail, Trent Valley Way and the Monks Way (see **Figure 2.5b**).
- In the south, the National Cycle Route (NCR) 6 passes through Beeston and Chilwell. Cycling is also suitable on some of the recreational routes; including Big Track, Broxtowe Country Trail and Erewash Valley Trail.
- The Council is developing a Green Social Prescribing model to enable residents to engage in nature-based interventions and activities to improve their wellbeing [\[See reference 24\]](#).
- There are emerging investment programmes led by the Council for parks and open spaces, including accessible facilities and programmes of activities aimed at young people. The new Public Toilet Strategy will also aim to help promote greater use of outdoor spaces from a wide range of users, including older people and young children [\[See reference 25\]](#).



Towpath at Nottingham Canal (disused)

Key findings from public consultation

The majority of respondents visit all types of open spaces across the Borough. However, blue spaces are currently visited less regularly than other types of BGI asset. Poor maintenance is recorded as the most common factor discouraging visits to green and blue spaces across the Borough, with an absence of provision nearby and a lack of available time also noted as key challenges preventing enjoyment of existing BGI. Some respondents emphasised that the introduction of access improvements should be carefully considered in order to deter anti-social behaviour. In addition, community groups highlighted issues with access for all, with barriers identified which prevent disabled people from accessing greenspaces.

Figure 2.4 a-b: Active and healthy BGI need

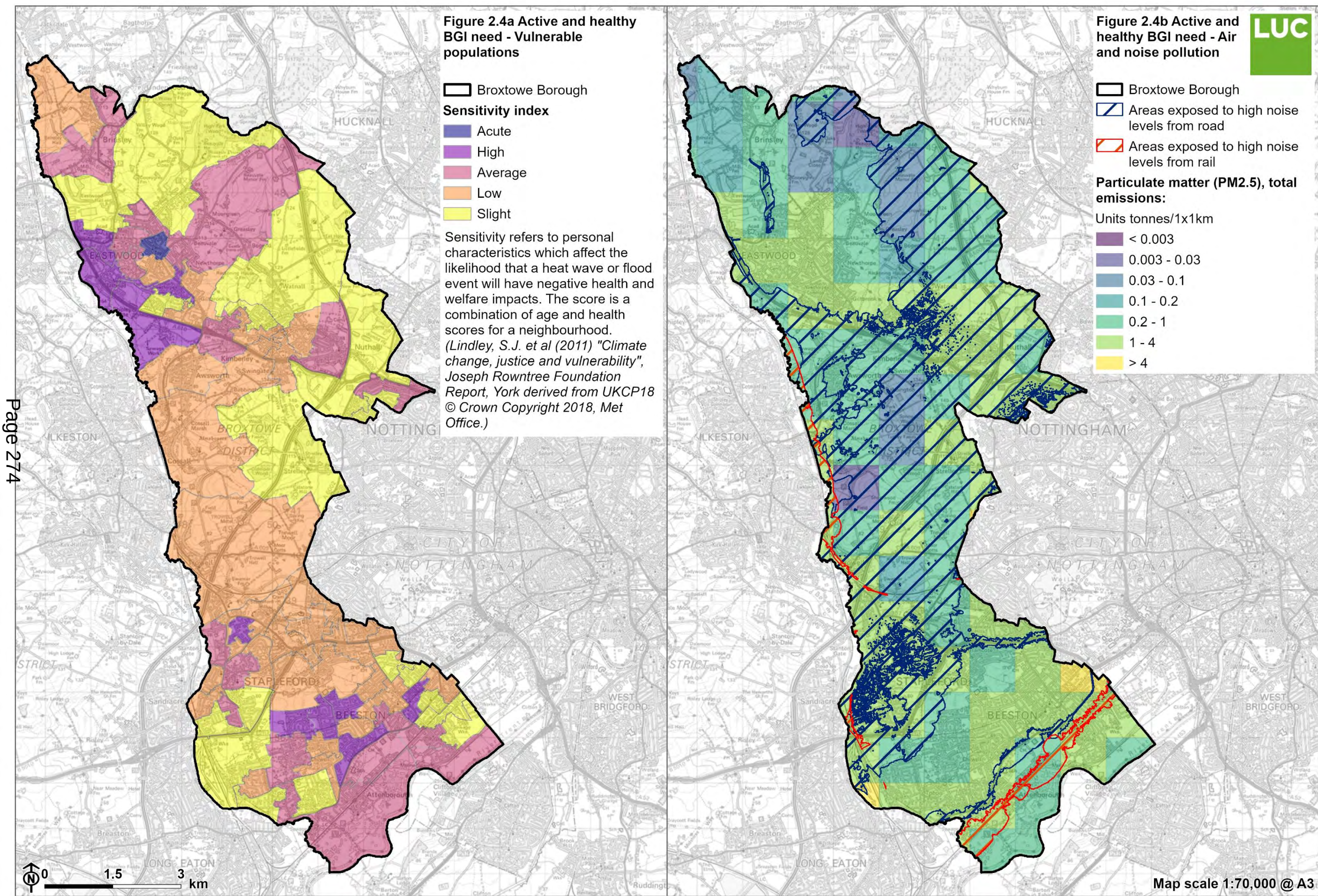
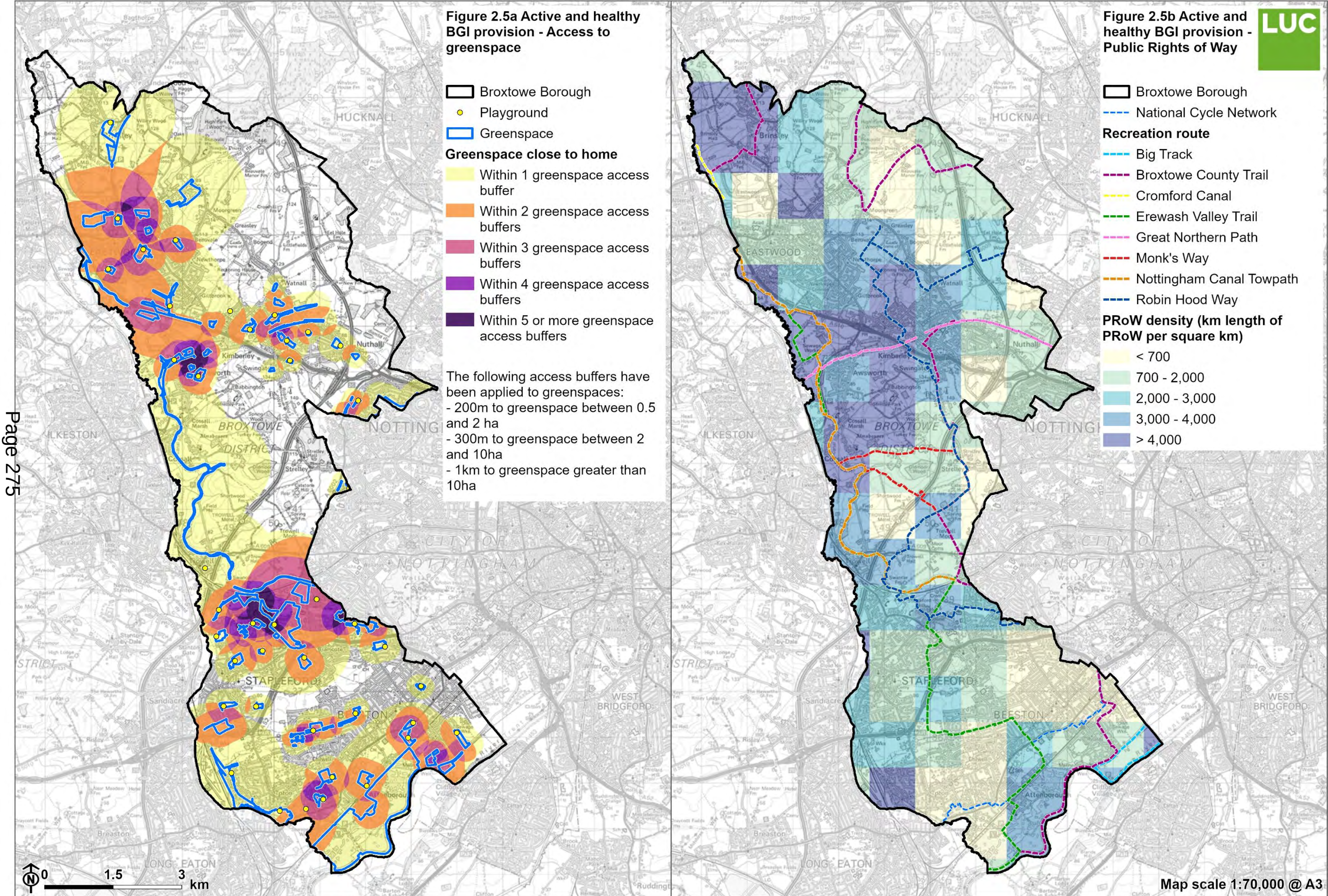


Figure 2.5: Active and healthy BGI provision

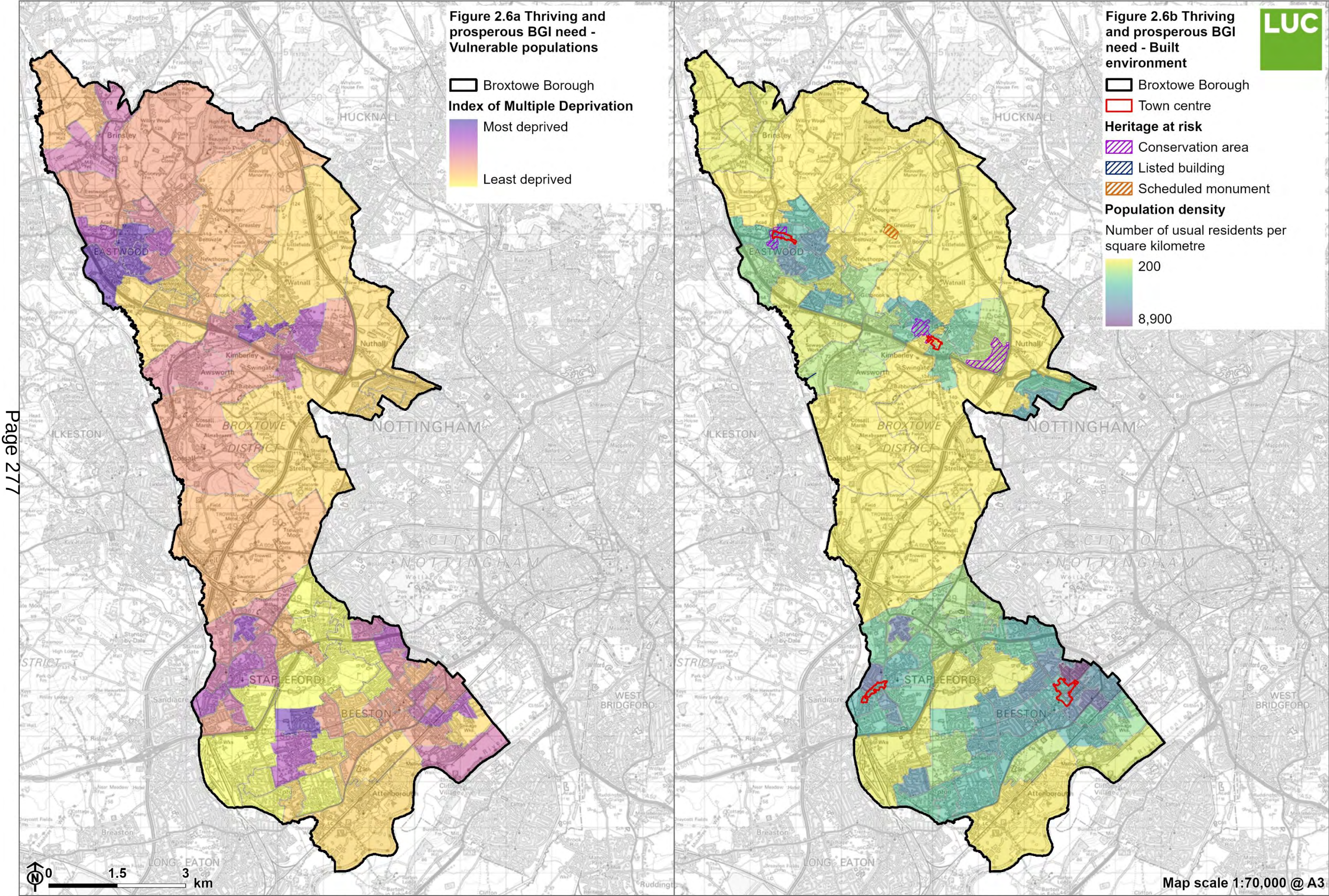


Thriving and prosperous

The need for thriving and prosperous BGI

- Whilst overall deprivation in the Borough is lower than the national average (ranked 223 out of 317) [\[See reference 26\]](#), there are localised pockets of deprivation, including areas of Eastwood and Chilwell which rank within the 20% most deprived in England (see **Figure 2.6a**).
- The settlements of Kimberley, Eastwood, Beeston and Stapleford act as social and retail destinations, albeit face increasing challenges of declining footfall, reduced spending and rising energy costs [\[See reference 27\]](#). Eastwood is highlighted as an area of particular under investment [\[See reference 28\]](#).
- The East Midlands region as a whole was found to have the lowest design quality for new housing across England [\[See reference 29\]](#).
- Three of the Borough's conservation areas are included on the Heritage at Risk register (see **Figure 2.6b**), with Eastwood, Kimberley, and Nuthall Conservation Areas all considered to be in 'very bad' condition [\[See reference 30\]](#).
- Tourism and the visitor economy bring significant economic benefits to Nottinghamshire, with 36 million visitors delivering £1.9 billion to the county's local economy in 2019 and supporting 23,000 jobs. Much of this visitor offering is focussed on the Borough's industrial heritage and natural environment [\[See reference 31\]](#).
- Eastwood is the birthplace of DH Lawrence, and the DH Lawrence Heritage Centre and Birthplace Museum are popular destination points for visitors and tourists.

Figure 2.6 a-b: Thriving and prosperous BGI need



How BGI supports a thriving and prosperous Broxtowe Borough

- The Borough incorporates four of Natural England's National Character Areas (NCAs) [See reference 32]. NCA 38: Nottinghamshire, Derbyshire and Yorkshire Coalfields is heavily influenced by historic industry and includes areas of agricultural land, as well as woodland and semi-natural vegetation. In the north, NCA 30: Southern Magnesian Limestone is characterised by open, rolling arable farmland, plantation woodlands and historic parkland. NCA 49: Sherwood covers a small area around Beeston and Bramcote and is characterised by large estate parklands, heathlands and arable land. NCA 69: Trent Valley Washlands lies adjacent and encompasses the low-lying linear river floodplain and wetland habitats at Attenborough Nature Reserve.



Bramcote Hills Park

- The Greater Nottinghamshire Landscape Character Assessment identifies ten distinct landscape character areas (see **Figure 2.7a**) which cover the landscapes of the Borough, excluding the areas identified as 'urban'. The document describes the variations in the physical landscape in the Borough, including those areas to the north which are characterised by

restored spoil mounding and other smaller rural areas as well as land influenced by urban development to the south.

- Historic features, including listed buildings, scheduled monuments and conservation areas reflect the rich heritage of the Borough (see **Figure 2.7a**). This includes the 14th century Beauvale Carthusian Priory and 18th century Strelley Estate.
- Beeston Canal, including Beeston Marina and its canalside heritage centre, provide a hub for visitors to explore the local waterways **[See reference 33]**.



Beeston Marina

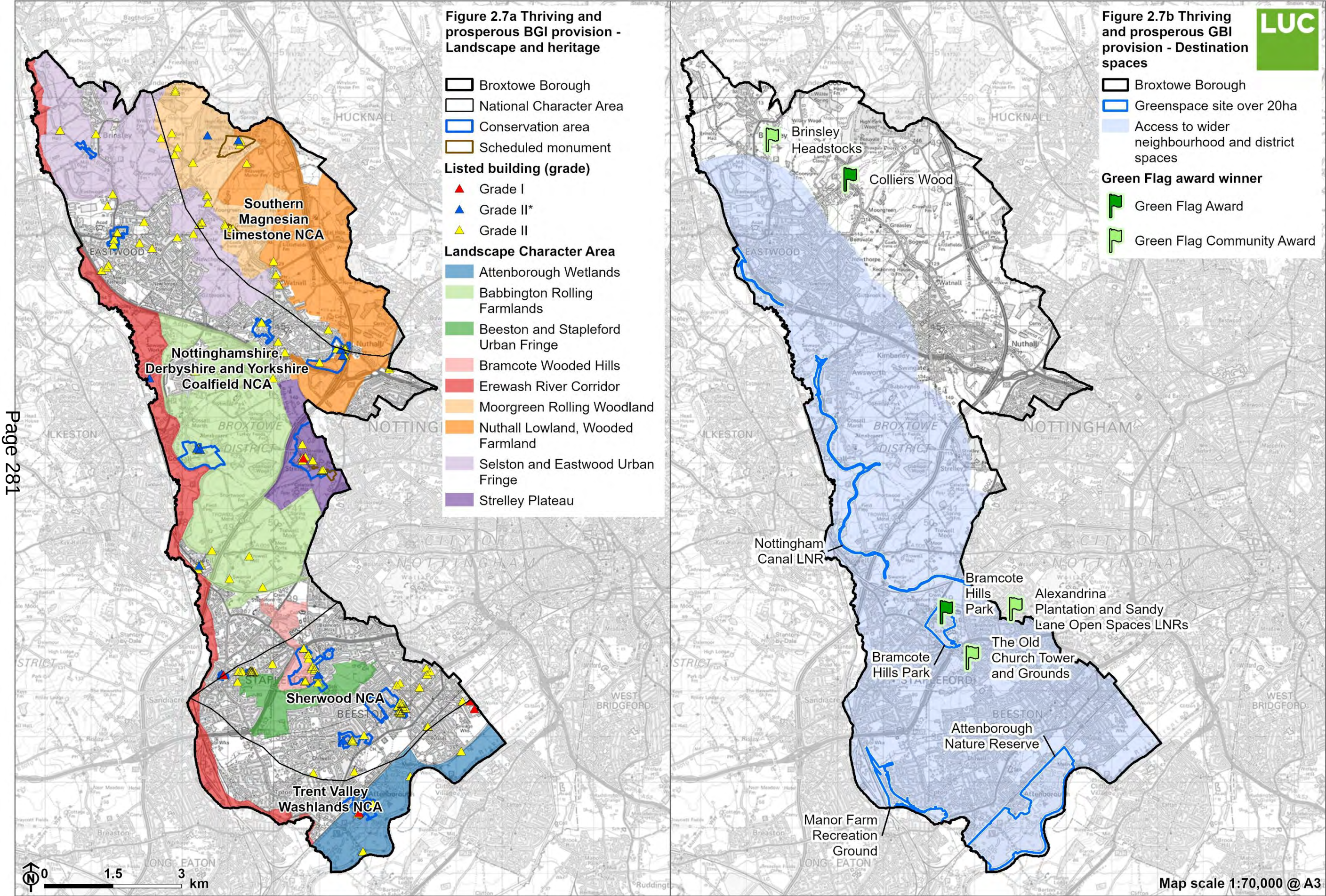
- The Erewash Valley, taking in the Erewash Valley Trail, Attenborough Nature Reserve, Grade II* Bennerley Viaduct and other landscape, heritage and wildlife points of interest, is a destination in its own right **[See reference 34]**.
- Other key visitor destinations in the Borough include Bramcote Hills Park and the Hemlock Stone, St. Mary's Church, Beauvale Priory, the Breach House and various other historic sites and buildings, parks and open spaces, nature reserves and cycling and walking routes.

- Five parks across the Borough have achieved the Green Flag Award (or Green Flag Community Award) which acknowledges the importance of these spaces in providing welcoming environments with activities for all ages and abilities (see **Figure 2.7b**). These, as well as larger open space provide a wider catchment for access to greenspace.
- Approximately £16.5 million of Levelling Up funding and £21.1 million funding from the Government's Town Fund have been secured for regeneration projects in Kimberley and Stapleford, respectively. This includes funding for improvements to public realm and street greening [See reference 35 and See reference 36].



Bennerley Viaduct

Figure 2.7 a-b: Thriving and prosperous BGI provision



Resilient and climate-positive

The need for resilient and climate-positive BGI

- Transport currently contributes to 29.8% of emissions in the Borough (slightly above the UK average of 28%). Approximately 46.9% of workers travel to work by car and 6.5% travel to work by foot, compared to the UK averages of 45.1% and 7.6% respectively [\[See reference 37\]](#).
- 38.3% of total emissions in the Borough result from domestic energy consumption, mostly due to heating. Green roofs and vertical greening can help insulate properties, reducing the heating and cooling systems required to maintain a comfortable temperature.
- Extreme heat is likely to increase in a changing climate. This is more likely to impact the urban areas of the Borough, including between Beeston, and Stapleford in the south and Eastwood and Kimberley further north (see **Figure 2.8a**) [\[See reference 38\]](#).
- Flood risk in the Borough is particularly acute along the River Trent and River Erewash (including areas in Flood Zone 3 which cover 12% of the Borough), with additional fluvial flood risk evident along Gilt Brook and Beauvale Brook (including areas in Flood Zone 2).
- Surface-water flood risk is primarily concentrated along small brooks, as well as some urban settings. Areas at risk of 1 in 30 year flooding include parts of Kimberley, Eastwood, the western edge of Nottingham near Cinderhill, Beeston, Stapleford, Toton and Trowell. Surface water and fluvial flood risk is shown in **Figure 2.8b**. Land at risk of 1 in 100 year flood covers 4% of the Borough.
- Met Office projections suggest that between 2040 to 2059 summer precipitation in the East Midlands is likely to be up to 20% lower than at between 1981 and 2000, leading to risks of drought and wildfires [\[See reference 39\]](#).

How BGI supports a resilient and climate-positive Broxtowe Borough

- The average tree canopy cover across the Borough is 26%, which is above the 16% average across towns and cities in England. This canopy cover provides shading to reduce heat risk and contributes to reduced flood risk by intercepting rainfall, as well as sequestering carbon.



Trent Valley Way parallel to the River Trent

- The distribution of tree canopy cover in the Borough partially follows the network of linear routes through the landscape; including rivers, canals, road corridors and operational / dis-used rail lines. Significant tracts of woodland are also evident at High Park Wood, Bulwell Wood, Seller's Wood, Spring Wood, Oldmoor Wood and Bramcote Hills (shown in **Figure 2.9a**). Plans to increase tree canopy cover are set out in the Tree Strategy [\[See reference 40\]](#).
- Although the Borough is not underlain by peat-rich soils, its wetlands are an important natural asset for carbon storage and ecosystem resilience. These are primarily located along the southern and western boundaries of the Borough, most notably at Attenborough Nature Reserve.
- Over 80% of the Borough is characterised by semi-natural surfaces, which can help slow the flow of water and increase infiltration. However, the urban areas of Eastwood, Kimberley, Stapleford and Bramcote are typified by approximately 40% man-made surfaces. Areas characterised by over 90% man-made surfaces include Giltbrook Retail Park, Toton Sidings, commercial land use at Chetwynd Road and Beeston Business Park.

- Undeveloped flood plains are present along sections of the River Erewash and River Trent and offer natural flood management, with potential for riparian and wet woodland tree enhancements (see **Figure 2.9b**). Flood risk alleviation is also a key component of the Trent Gateway project **[See reference 41]**.
- The National Cycle Network route 6 provides a cycle link in the south of the Borough, with connects into Nottingham and west towards Derby. Approximately 2.6% people in the Borough travel to work by bicycle, compared to a national average of 2.1%) **[See reference 42]**.

Key findings from public consultation

Flood risk alleviation and the integration of nature-based solutions to support management of key floodplains were raised as key opportunities for the Borough. The multi-functional benefits of ‘daylighting’ of watercourses within urban areas was also highlighted.

Figure 2.8 a-b: Resilient and climate-positive BGI need

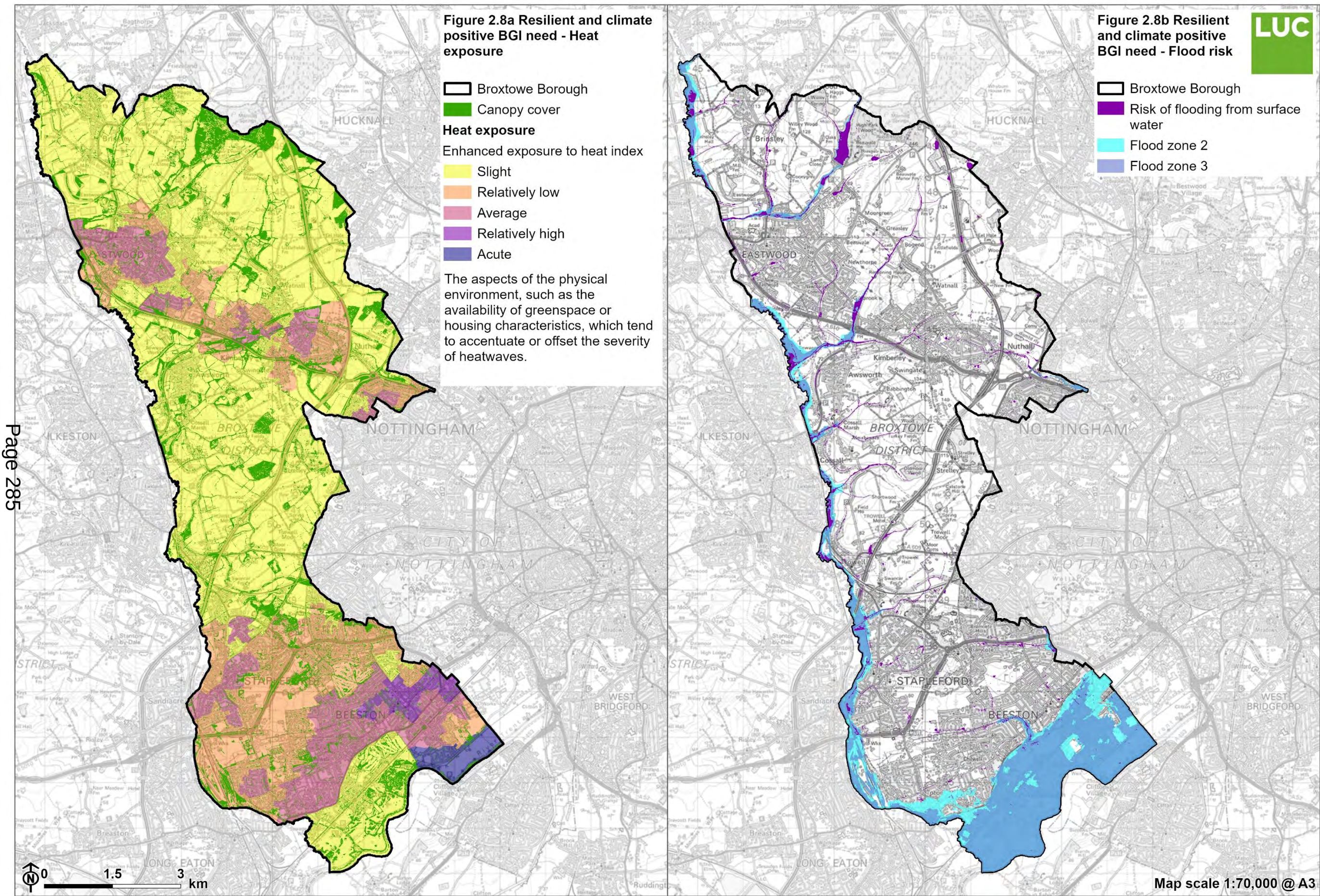
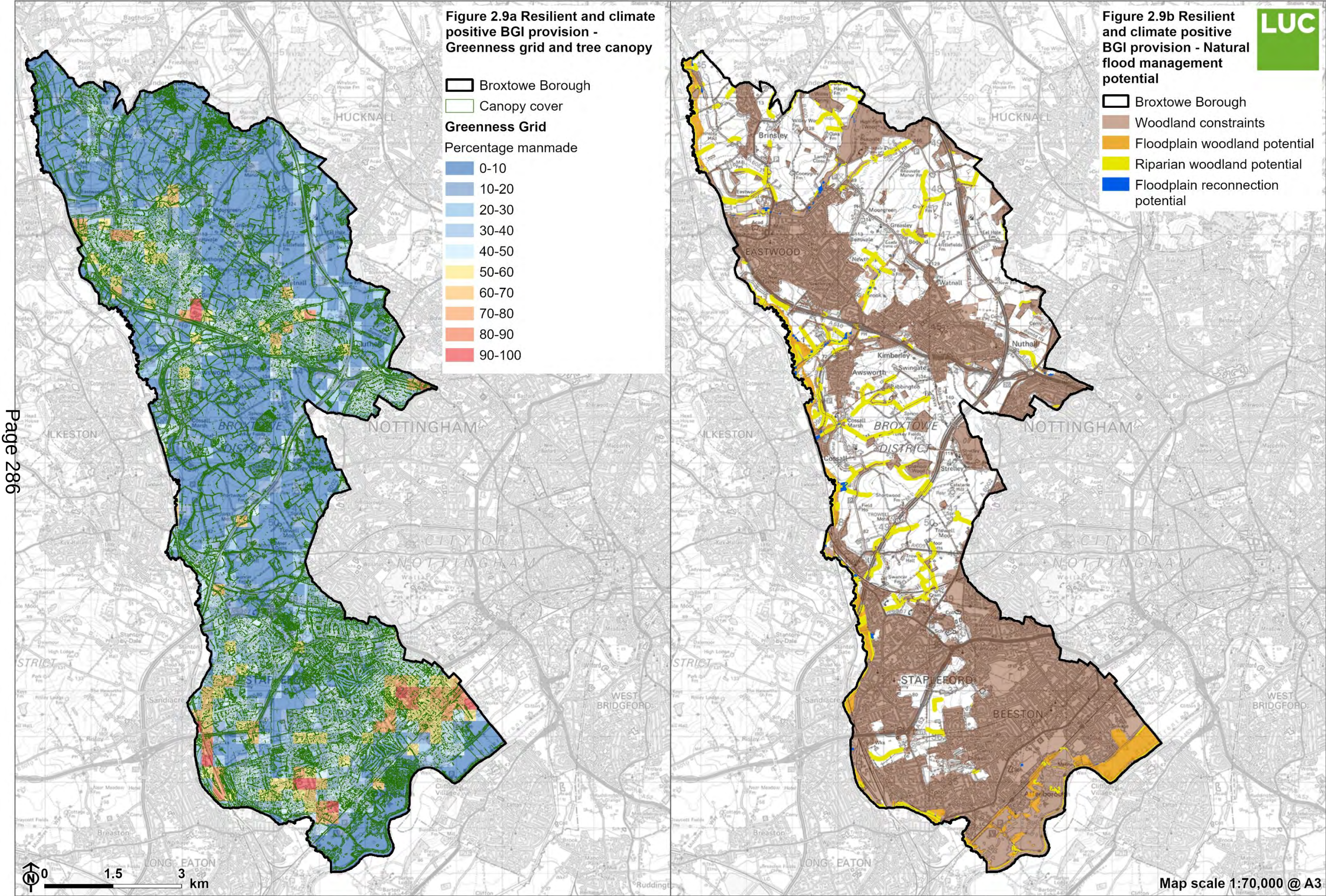


Figure 2.9 a-b: Resilient and climate-positive BGI provision



Summary of emerging BGI issues and opportunities

2.6 Following a comprehensive review of the baseline, a number of emerging BGI issues and opportunities have been identified. The purpose of this exercise was to start a spatial analysis of the Borough's BGI, as well as tie the four themes back together to ensure BGI opportunities identified moving forward are holistic and multi-functional.

Table 2.1: Summary of emerging BGI issues and opportunities

Emerging BGI issues and opportunities				
Create, enhance and improve the connectivity of habitats identified within the Biodiversity Opportunity Mapping, particularly grasslands and wetlands. Reconnection of the River Erewash with its floodplain forms a key opportunity.				
Use undeveloped floodplains as part of natural flood management that includes wetland restoration, rewilding, and afforestation. Explore the strategic planting of trees as per the Environment Agency's Working with Natural Processes mapping to aid natural flood management.				

Emerging BGI issues and opportunities				
Utilise <i>ClimateJust</i> and the Woodland Trust's Tree Equity Score mapping to help identify future urban tree planting locations in the Borough. Proposals should aim to mitigate urban heat island effects and as well as benefit communities more socially vulnerable to extreme heat events and in greatest need of people-focused investment in trees.				
Complement tree planting initiatives identified in the Broxtowe Tree Strategy.				
Seek to improve localised air pollution levels via the appropriate specification and siting of vegetation.				
Create, enhance and enlarge woodlands around Beauvale, Bramcote Ridge, Gilt Brook and land to the north of Nuthall. Diversify species selection to promote future climate resilience.				
Integrate BGI into new and existing developments, as promoted by the Reduction of Carbon in New Development Supplementary Planning Document.				

Emerging BGI issues and opportunities				
Ensure new major development in the Borough prepares a BGI plan setting out how the scheme delivers on-site BGI provision and contributes towards Nottinghamshire Local Nature Recovery Strategy (LNRS) targets and priorities.				
Provide nature-rich open space close to new major developments to alleviate recreational pressure on designated ecological sites.				
Ensure development within proximity to B-Lines includes proposals to enhance biodiversity.				
Improve the setting of the existing and proposed active travel network to encourage sustainable transport, providing dedicated green corridors which also enhance landscape connectivity.				
Enhance the quality, connectivity, and visitor offering associated with the Borough's BGI networks to promote further visitor interest, tourism activity, and associated economic investment in the Borough.				

Emerging BGI issues and opportunities				
Reinforce local landscape character and contribute to local identity and sense of place through the creation and enhancement of BGI, particularly in areas of urban settlement and local high streets. Embrace the landscape, cultural, and mining heritage of the Borough via appropriate BGI interventions.				
Protect urban and urban fringe BGI assets, ensuring the expansion and connection of urban habitats wherever possible.				
Enhance landscape management regimes to increase the biodiversity of urban habitats and provision for pollinators. The introduction of relaxed mowing regimes should be communicated to the public via a dedicated communication / education strategy to promote community 'buy-in'.				

Emerging BGI issues and opportunities				
Use BGI as an asset for ‘social prescribing’ within the Borough to deliver mental health benefits through access to greenspace. Social prescribing refers to a holistic approach to healthcare that brings together the social and medical models of health and wellness. The approach provides a formal pathway for health providers to address the diverse determinants of health, using the familiar and trusted process of writing a prescription.				
Buffer and improve the connectivity of designated nature conservation sites as part of the wider ecological network. Identify and protect new sites, informed by the strategic identification of gaps.				
Create and improve the management of hedgerows and shelter belts, arable margins, and ditches within agricultural land, encouraging the establishment of habitat banks by landowners as part of local BNG delivery.				
Explore opportunities for increased woodland provision (in accordance with the principles of ‘right tree in the right place’).				

Emerging BGI issues and opportunities				
Enhance opportunities to access blue and greenspaces, particularly in the areas of greenspace deficiency in both the north and south of the Borough. This should also include enhancing access to blue corridors, where appropriate.				
Explore opportunities for localised landscape management interventions, such as increased control of Himalayan Balsam along the River Trent and the increased use of relaxed mowing regimes.				
Ensure access routes are designed in accordance with the Equality Act 2010 (where possible) and open space enhancements take account of the Sensory Trust's 'By All Reasonable Means' guidance [See reference 43] .				

Chapter 3

The spatial approach to BGI in Broxtowe Borough

Using the understanding of the distribution of BGI assets combined with areas of local needs, six BGI zones have been developed to help direct the future delivery and investment in BGI across the Borough. This chapter describes the existing assets, overarching vision and emerging opportunities for each BGI zone.

3.1 The boundaries of the BGI zones were created and rationalised, informed by the location of physical landscape features such as roads, woodland tracts and field boundaries. The BGI zones are spatially specific to the Borough and identify areas where similar and unified BGI interventions offer the opportunity to enhance the BGI network at the strategic scale. The BGI zones helped to guide the identification of BGI opportunities and the creation of the action plans.

3.2 The six zones are illustrated in **Figure 3.1**, and detailed in the subsequent two-page proformas. Emerging BGI opportunities for each zone have been included. These have been informed by the baseline review, professional judgement and consultation process.

3.3 The BGI zones are listed below:

- A610 Urban Corridor;
- Babbington Rolling Farmlands;
- Beeston and Stapleford Urban Fringe;
- Eastern Farmed Wooded Fringe;
- Erewash Valley; and
- River Trent Corridor.

Figure 3.1: GBI zones

Legend:

- Broxtowe Borough
- GBI zone
 - A610 Urban Corridor
 - Babbington Rolling Farmlands
 - Beeston and Stapleford Urban Fringe
 - Eastern Farmed and Wooded Fringe
 - Erewash Valley
 - River Trent Corridor

Map scale 1:46,000 @ A3

A610 Urban Corridor BGI Zone

The A610 Urban Corridor BGI Zone is located in the north of the Borough and comprises the urban area in and around the settlements of Eastwood and Kimberley, centred on the route of the A610. The carriageway of the M1 forms the eastern extent of the BGI zone.

Summary of existing BGI assets

3.4 The A610 Urban Corridor BGI Zone comprises predominantly urban land uses. There are a significant number of heritage assets, including three conservation areas. Remnants of the industrial legacy of Eastwood and Kimberley are evident in the built environment and landscape features, including the routes of disused railway lines. Kimberley Railway Cutting is designated as a SSSI and part of this is managed as a nature reserve by the Nottinghamshire Wildlife Trust. The site features a variety of habitats including scrub, mature woodland, tall herb vegetation, and calcareous grassland. Tracts of woodland across the BGI zone are generally small and fragmented.

3.5 The BGI zone includes a number of LNRs; including Smithurst Meadows to the south east of Eastwood as well as Hall Om Wong and Watnall Green in western and northern Kimberley, respectively. There are also ten playgrounds, nine playing pitches and twenty informal open spaces spread across the BGI zone, which afford public access (see **Figure 3.2**).

Summary of local needs

3.6 All three conservation areas within the BGI zone are identified on the Heritage at Risk register. Factors resulting in their inclusion involve increased car parking as well as modernisation of shopfronts and road signage. Sensitive BGI and public realm design could help address some of these risks. In addition, Eastwood town centre has been highlighted as at risk from under investment. The centre and western part of Eastwood are some of the most deprived areas within the Borough. The Tree Equity Score for land within eastern Kimberley is lower than the average for the Borough, indicating a higher socio-spatial vulnerability to flooding and extreme heat.

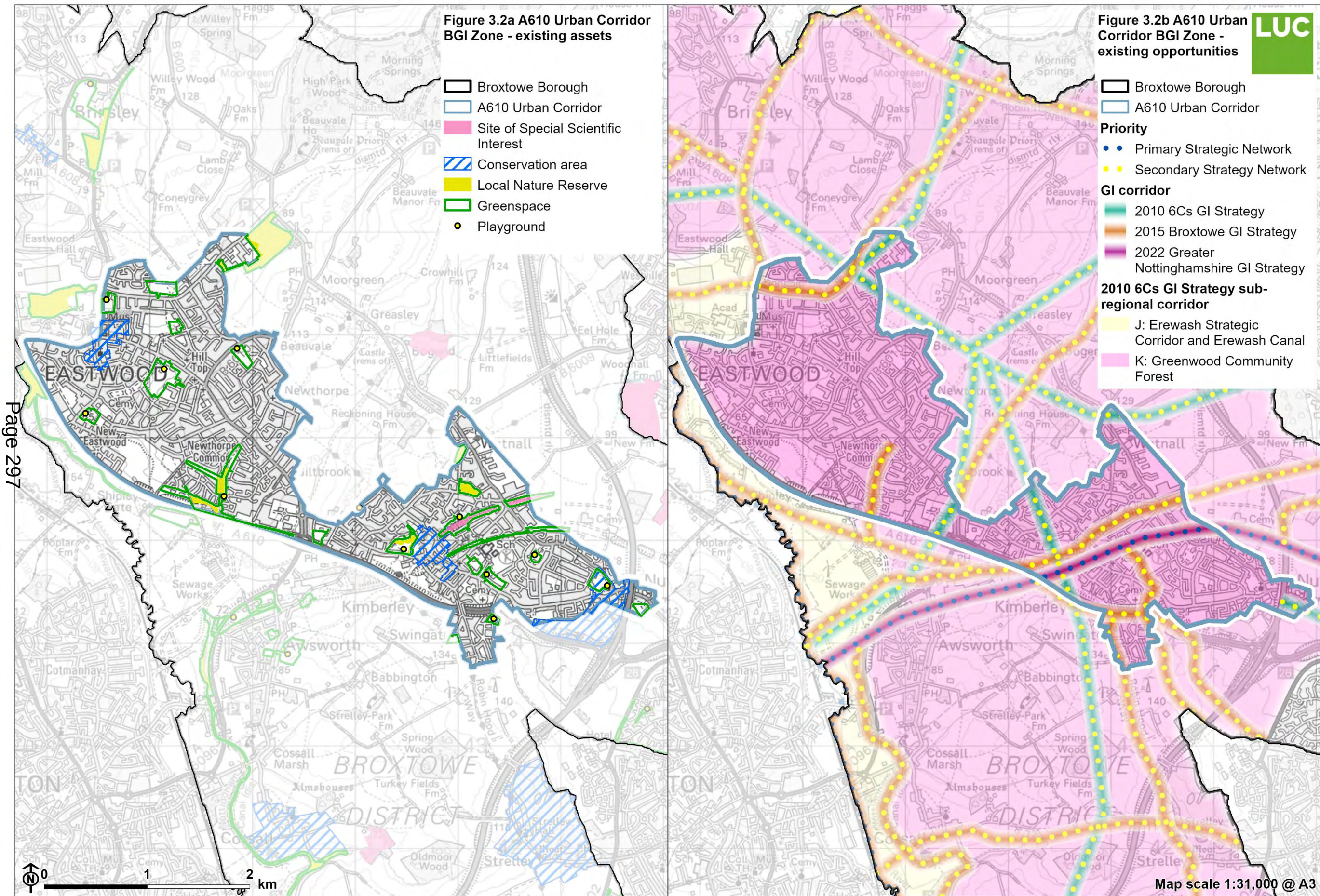
Vision for BGI within the zone

Increase the provision of greenspace and urban greening interventions as a placemaking tool to enhance the setting of settlements within the BGI zone. Create green corridors which promote active travel and provide connectivity for wildlife.

Emerging opportunities to achieve this vision

- Enhance the provision of sensitively designed urban greening interventions, including increased floristic diversity and abundance, within urban land use.
- Increase tree canopy coverage in strategic locations to sequester carbon, provide cooling in urban areas as well as enhance woodland connectivity.
- Provide wetlands in areas susceptible to flooding to interrupt the flow of water between developments and the area's brooks that feed the River Erewash. Such locations include Giltbrook, Nether Green Brook and Kimberley disused railway line.
- Defined as a primary strategic network within the Greater Nottingham BGI Study, enhance and promote a section of the disused railway at Kimberley as a key active travel and green corridor providing links across north Nottinghamshire. A project to connect a stretch of the line between Kimberley and Low Woods Road is currently being explored, funded as part of the Kimberley Means Business Levelling Up Funded project. The scheme should maximise opportunities to incorporate greening along the route.

Figure 3.2 a-b: A610 Urban Corridor BGI Zone



Babbington Rolling Farmlands BGI Zone

The Babbington Rolling Farmlands BGI Zone is located centrally within the Borough and comprises the rural farmland stretching from the northern extent of Stapleford towards the A610 corridor in the north. The linear route of the M1 motorway crosses the BGI zone and the settlements of Awsworth and Cossall lie at the zone's north western boundary.

Summary of existing BGI assets

3.7 Non-irrigated arable land and pasture form the principal land uses in the BGI zone. This includes grassland habitats, such as lowland meadows and semi-improved grassland. Robinettes SSSI incorporates acidic and neutral grassland units, both of which are in an unfavourable recovering condition. Heathland and acidic grassland characterise Trowell Moor in the south. A pattern of fragmented woodland tracts predominates, including ancient woodland at Grange Wood and open access woodland at Oldmoor Wood.

3.8 Industrial heritage influences the character of the zone and provides valuable habitats and visitor interest, including Nottingham Canal (notably Robinettes Arm) LNR and species rich verges within the disused Kimberley rail corridor (see **Figure 3.3**). Cossall Conservation Area is recognised for its views over the surrounding farmland and Erewash Valley. The largest settlement is Awsworth, which has a good provision of accessible greenspace. Elsewhere, the primary access to nature within Babbington and Cossall Marsh is via the PRow network which crosses the landscape of the zone.

Summary of local needs

3.9 The key BGI needs identified in this zone relate to environmental health. This includes road noise associated with the M1 and above average levels of air pollution (for CO₂, NO_x, PM₁₀ and PM_{2.5} around Cossall Road and the disused Nottingham Canal). Small watercourses primarily drain west to the Erewash Valley, and may contribute to the poor water quality in the River Erewash due to the prevalence of intensive farming. Further south, there is a higher risk of exposure to extreme heat relative to other areas in the Borough.

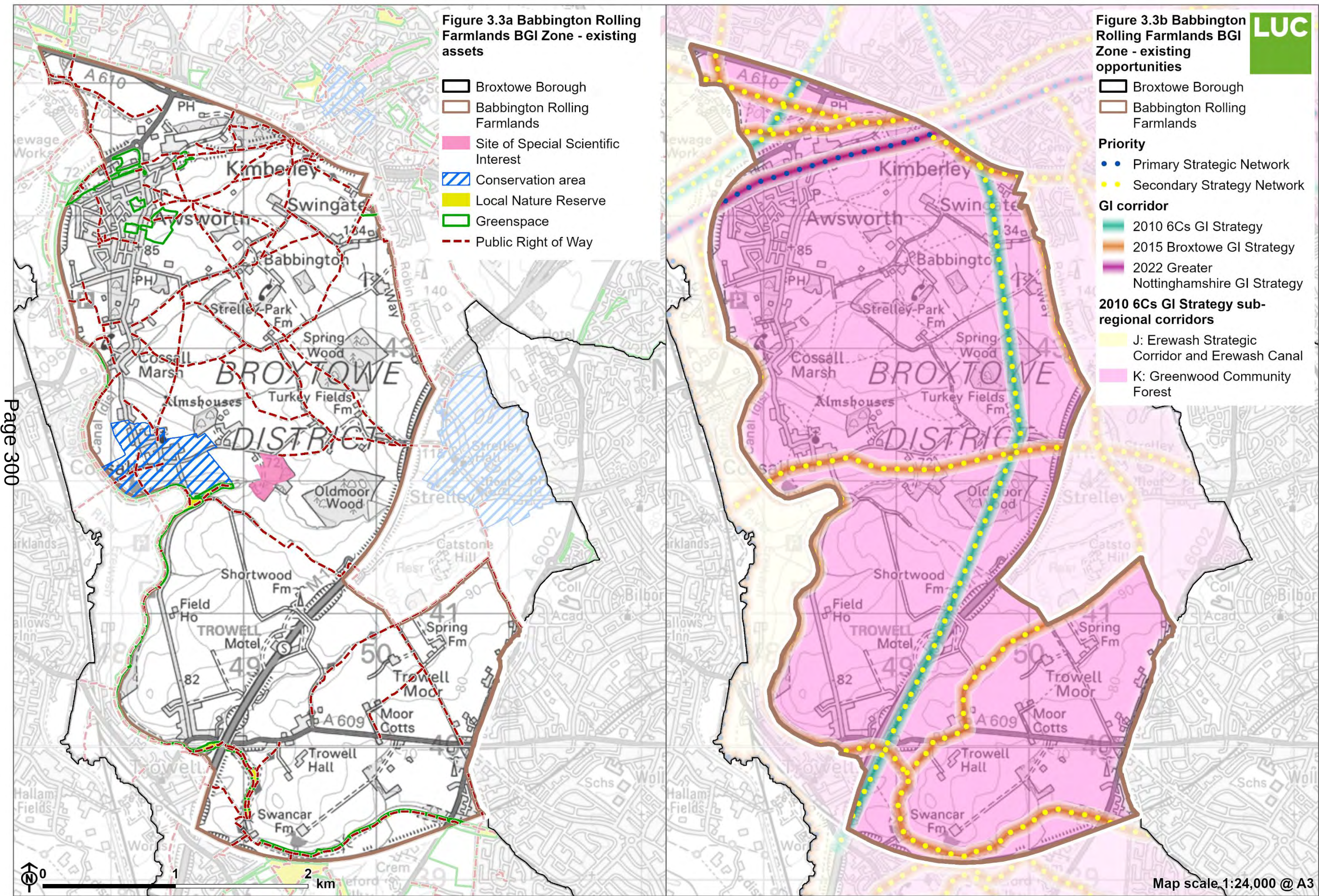
Vision for BGI within the zone

BGI priorities in this zone are to improve connectivity of fragmented habitats, promote enhancements to landscape condition and complement industrial heritage to support resilient ecosystems.

Emerging opportunities to achieve this vision

- Promote habitat enhancements for pollinators within Buglife's B-network corridors and seek opportunities for connecting such habitats to wider national habitats.
- Restore the network of tree belts and hedgerows to improve woodland connectivity and strengthen landscape character.
- Increase tree and vegetation cover alongside the M1 to reduce noise intrusion, whilst helping to sequester CO₂ and other pollutants.
- Support landowners to deliver-natural flood management across the BGI zone as well as efforts to improve water quality .
- Maintain and enhance access to recreational routes and PRoW across the rural landscape, including promoting access for all.
- Celebrate the industrial heritage features and encourage the enhanced interpretation of these features within the wider landscape.

Figure 3.3 a-b: Babbington Rolling Farmlands BGI Zone



Beeston and Stapleford Urban Fringe BGI Zone

Beeston and Stapleford Urban Fringe BGI Zone is located in the south of the Borough. It comprises the urban areas of Beeston, Chilwell, Toton, Bramcote, Stapleford and Trowell, as well as the intervening greenspace and rural land use between the settlements.

Summary of existing BGI assets

3.10 The primarily urban land use of the BGI zone is interspersed with areas of agricultural land and greenspace assets. In the north, a mixture of woodland and parkland at Bramcote Hills, and large open spaces (including sites which have achieved Green Flag Award criteria) provide ecological and recreational interest. Further south, sections of the A52 road corridor are bordered by rural land use and crossed by a network of PRow. Beeston Fields Golf Club lies to the east. Urban areas within the BGI zone are characterised by a network of open spaces, playing pitches, playgrounds and sports grounds.

3.11 Tree canopy cover is most notable in Bramcote, Beeston (east and west of the town centre) and Toton. The presence of six conservation areas reflect the heritage of the settlements within the BGI zone, with the distribution of mature trees also contributing to their distinctive character (**Figure 3.4**). The BGI zone also includes a number of allotment and community food growing sites, including Incredible Edible in Beeston.

Summary of local needs

3.12 Some of the most deprived communities in the Borough are located within this BGI zone, including the north western extent of Chilwell and land to the north of Stapleford. This section of Chilwell, coupled with areas of central Beeston are also identified as the most deprived in the Borough according to the health deprivation and disability domain. All three areas have been identified as having a higher socio-spatial vulnerability to flooding, and Beeston also has a high socio-spatial vulnerability to extreme heat. In addition, large areas of the BGI zone lie outside the access catchments for accessible greenspace close to home.

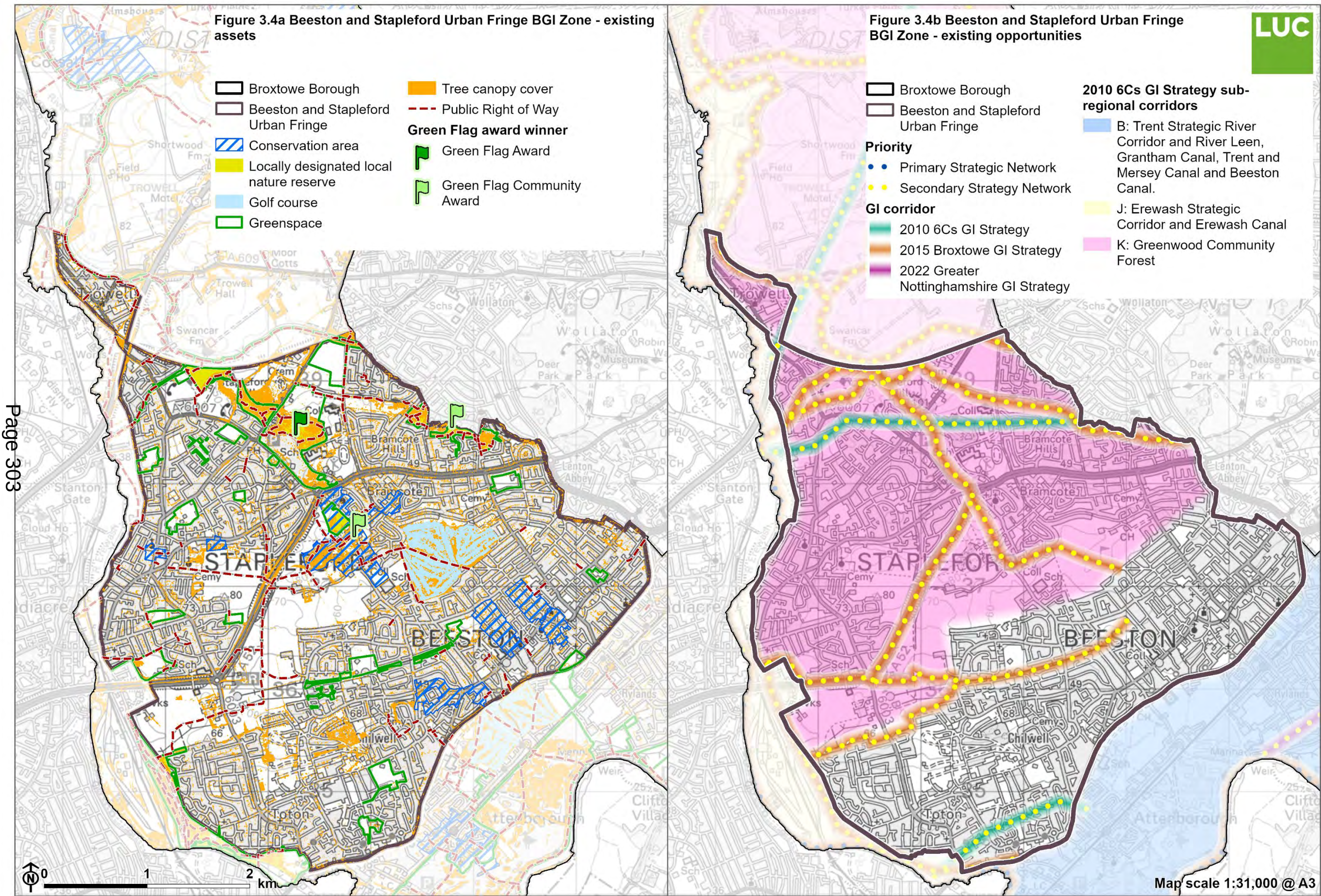
Vision for BGI within the zone

Create more equitable access to greenspace throughout the BGI zone, improving connectivity between urban and rural areas for people and wildlife.

Emerging opportunities to achieve this vision

- Explore opportunities for creating pocket and doorstep parks within Beeston to improve access to greenspace close to home and act as strategic stepping stones to provide habitat connectivity across urban areas.
- Enhance and promote the PRoW network between Beeston / Chilwell and Stapleford to increase active travel options between the settlements.
- Enhance grassland, scrub and hedgerows through increased flower diversity and abundance to support pollinators in line with Buglife's B-Lines.
- Prioritise tree planting in areas of relative health deprivation and where populations are more vulnerable to extreme heat and flooding.
- Explore the opportunity to adopt relaxed mowing regimes for management of public open space to reduce nutrients and increase floristic diversity.
- Seek to retrofit green roofs / walls, street trees and sustainable drainage features within areas with low greenness grid scores.

Figure 3.4 a-b: Beeston and Stapleford Urban Fringe BGI Zone



Eastern Farmed and Wooded Fringe BGI Zone

Eastern Farmed and Wooded Fringe BGI zone comprises land at the north and north east of the Borough, characterised by elevated and rolling farmland crossed by the corridor of the M1.

Summary of existing BGI assets

3.13 The principal land use of the BGI zone is arable land, interspersed with natural habitats, including deciduous woodland, wood pasture and parkland, and species rich grassland (most common close to ponds and streams). Extensive natural and semi-natural habitats are present in the north around Beauvale Priory; including High Park Wood and Moorgreen Reservoir. Significant tracts of ancient woodland adjoin the Borough boundary; including at Willey Spring, High Park Wood, Watnall Coppice, Eelhole Wood and Starth Wood (see **Figure 3.5**). Awarded Green Flag Community Award in recognition of their role as community recreational spaces, both Colliers Wood and Brinsley Headstocks LNRs lie within this BGI zone.

3.14 The distribution of heritage features highlight the long history of settlement in the area. The BGI zone incorporates the conservation areas at Strelley and Brinsley, as well as the south eastern extent of Nuthall Conservation Area (see **Figure 3.5**).

Summary of local needs

3.15 Local needs vary across the BGI zone. Land to the east is characterised by high levels of noise pollution associated with the route of the M1. Further north, the BGI zone is typified by lower Tree Equity Scores and higher socio-spatial heat vulnerability. The corridor of the Nether Green Brook is associated with poor ecological condition due to barriers to fish movement, and fluvial and surface water flood risk. Many of the natural habitats within this BGI zone are identified as medium and high vulnerability to climate change. In addition, most of the land within this BGI zones lies outside the access catchments for destination-scale open spaces.

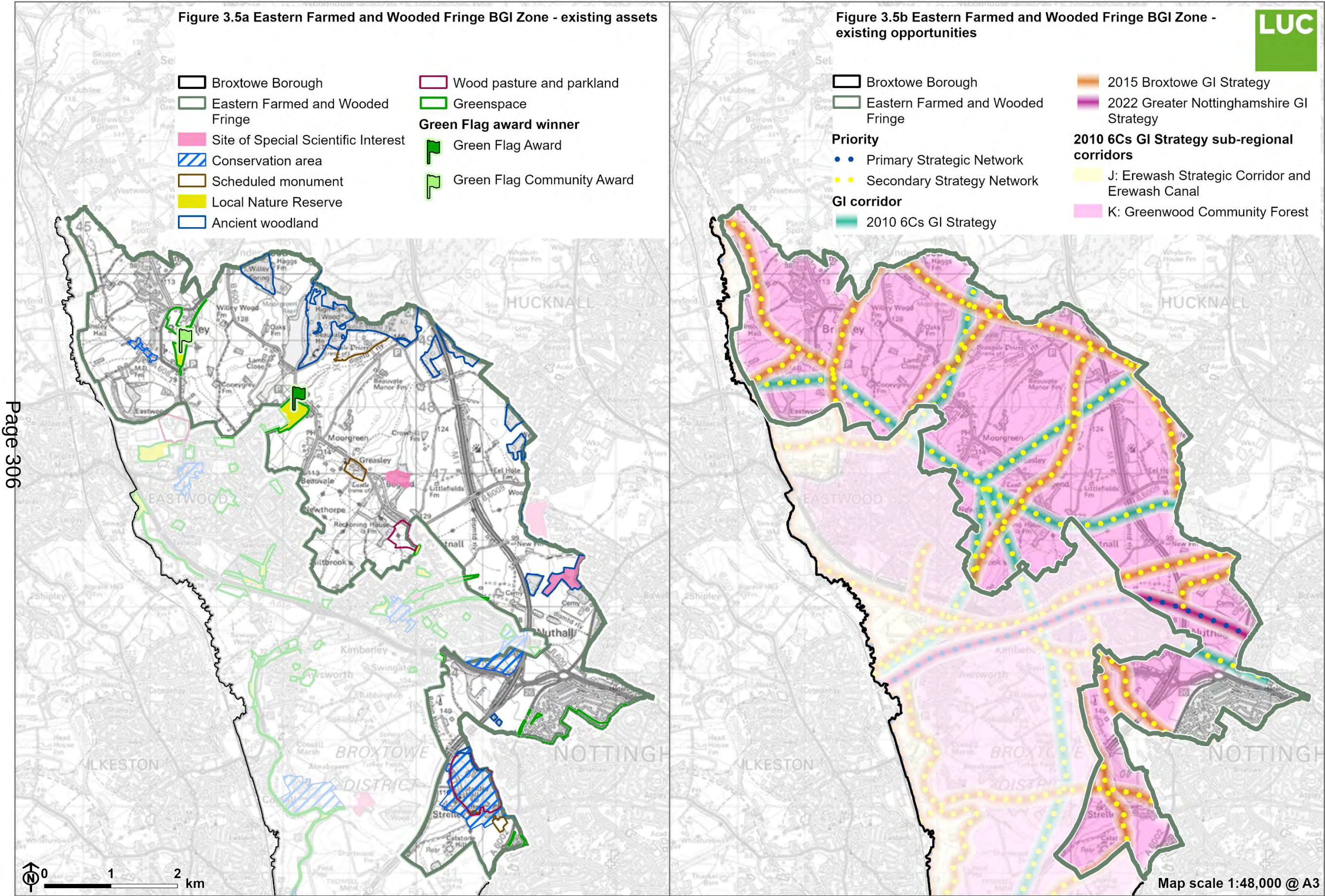
Vision for BGI within the zone

BGI priorities in this zone are to enhance and connect woodland, wood pasture and riparian habitats, and promote the setting of heritage assets for visitors and local communities.

Emerging opportunities to achieve this vision

- Expand, buffer and connect fragmented deciduous woodland along the eastern edge of the Borough, including between Seller's Wood and Bulwell Wood SSSIs to strengthen the resilience of irreplaceable ancient woodland habitat.
- Create, enhance and restore grasslands in the areas surrounding the Gilt Brook and around Brinsley to reconnect existing grasslands and buffer watercourses.
- Introduce riparian planting and consider the re-naturalisation of Beauvale Brook from Moorgreen Reservoir to Colliers Wood to improve water quality and increase flood storage.
- Encourage sustainable farming initiatives, including improved livestock management within the Nether Green Brook catchment and restoration of hedgerows to connect woodlands.
- Explore opportunities for creating corridors within disused railway lines, promoting sustainable transport options between areas of settlements or key landscape features.
- Explore the opportunity to create a new wider neighbourhood park to improve access to destination open space within the north of the Borough, with the potential to incorporate heritage features and landscapes e.g. around Greasley.
- Promote species rich verges and field margins to enhance habitat for pollinators, linking to wider initiatives within Buglife's identified B-Lines.

Figure 3.5 a-b: Eastern Farmed and Wooded Fringe BGI Zone



Erewash Valley BGI Zone

Running broadly north – south following the western boundary of the Borough, this BGI zone is characterised by the corridor of the River Erewash and adjoining floodplain. The river forms a distinctive landscape features and delineates the boundary with Erewash Borough. A number of infrastructure corridors cross the BGI zone; including the M1, A610, A6007 and the A52. Toton Sidings, a former rail depot, lies on the valley floor to the west of Toton.

Summary of existing BGI assets

3.16 This BGI zone contains several locally protected sites, including LNRs at Toton Fields and Nottingham Canal. The floodplain of the River Erewash is also typified by a network of local wildlife sites (LWS) associated primarily with wet grassland, meadow habitat and wetland sites. The Nottingham Canal LWS forms an additional linear landscape feature in the BGI zone. In general, land use is characterised predominantly by a combination of pastoral and arable farmland. Tracts of woodland included within the National Forest Inventory are evident along the River Erewash, although these are somewhat fragmented.

3.17 The Working with Natural Processes (WWNP) Floodplain woodland potential dataset, which estimates locations where tree planting may be possible on smaller floodplains close to flow pathways (effective for both attenuating flooding and connecting woodland corridors), indicates the potential for reforestation at multiple locations adjacent the River Erewash. Accessible waterside (see **Figure 3.6**) is available along much of the watercourse in this BGI zone, as well as along the route of the Nottingham Canal.

Summary of local needs

3.18 Large sections of the BGI zone, particularly to the north and west, are included within Flood Zones 3a and 3b (as defined by the Environment Agency). LSOAs covering the area to the west of Brinsley, land bordering the A610 at Eastwood and at Stapleford form high priority areas for tree investment (Tree Equity Scores of 70-79). Land at the western extent of Eastwood lies within the 20% most deprived areas in England based on overall IMD scores.

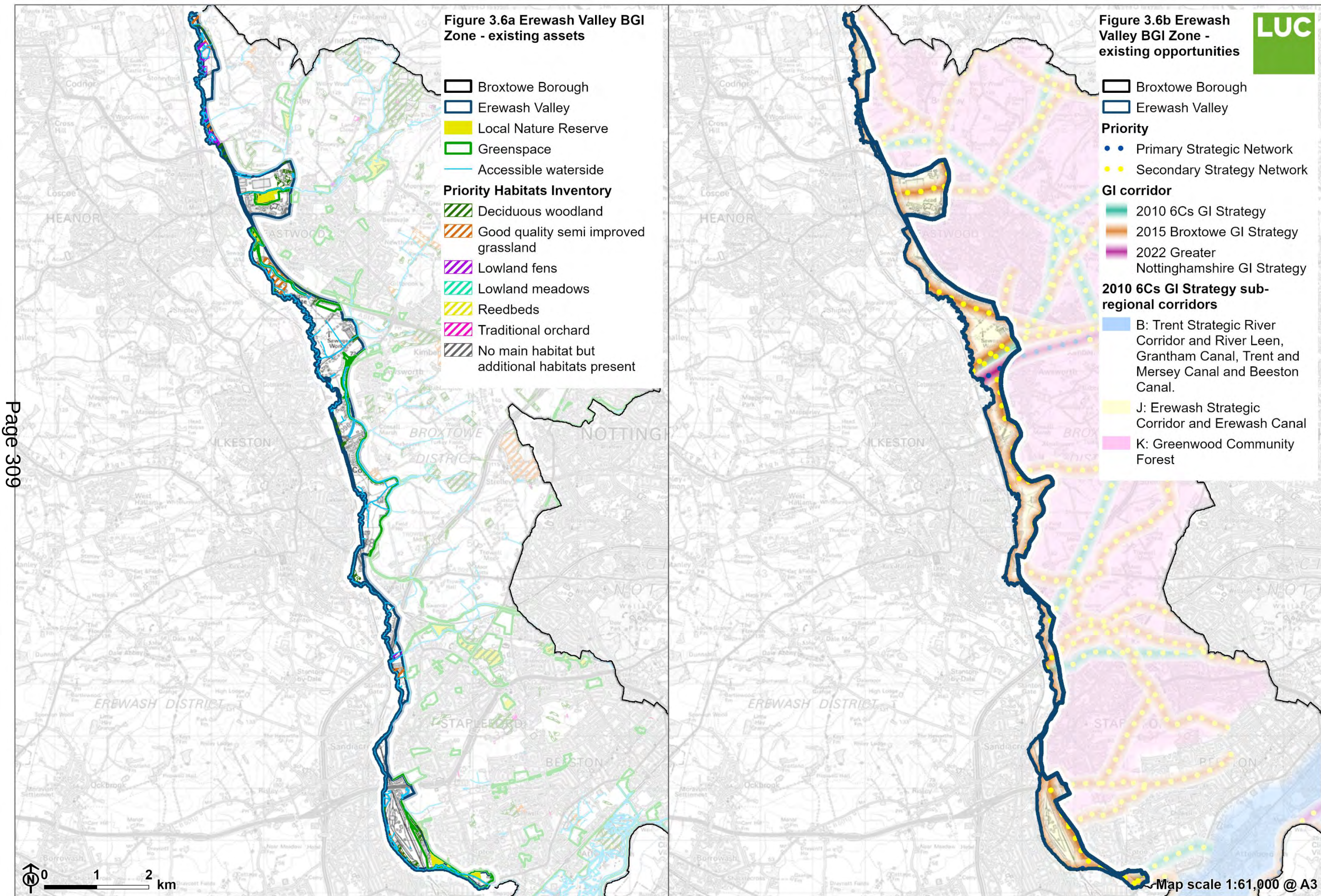
Vision for BGI within the zone

Conserve and improve the biodiversity value of the low-lying Erewash Valley by addressing habitat fragmentation. Enhance ecological and physical connections with the wider floodplain.

Emerging opportunities to achieve this vision

- Create, enhance, enlarge and connect wetland habitats; including floodplain grazing marsh, lowland meadow, reedbed, wet woodland, ponds, swamp and fen, especially where they provide opportunity for reconnection of the floodplain to the river.
- Enhance buffering of waterbodies with grassland, scrub or trees to reduce bankside erosion and intercept pollutants before entering the waterbody.
- Plant trees in strategically advantageous locations to support flood risk reduction as well as carbon sequestration. Black poplar is an ideal species as it offers food and shelter to many other species as well as being an iconic feature of our river valleys.
- Deliver biodiversity enhancements along the Erewash Valley Trail at key sites to improve, and raise awareness of, the ecological importance of the Erewash and its floodplain.
- Explore opportunities for localised landscape management interventions, such as increased control of Himalayan Balsam along the River Trent .

Figure 3.6 a-b: Erewash Valley BGI Zone



River Trent Corridor BGI Zone

This BGI zone incorporates the meandering corridor of the River Erewash, delineating the south western extent of the BGI zone. Attenborough Nature Reserve, a complex of flooded former gravel pits, adjoins the River Trent and is bound to the west by the route of the Nottingham to Matlock rail line. Located to the south east of the carriageway of the A6005, the BGI zone includes the urban fabric of Attenborough and Beeston Rylands.

Summary of existing BGI assets

3.19 The BGI zone includes a number of key blue infrastructure assets, including the River Trent, River Erewash and a section of the Beeston Canal. Located at the confluence of the River Erewash and River Trent, Attenborough Nature Reserve is designated as a SSSI due to its national importance as a site for lowland eutrophic open waters and mosaic of emergent vegetation, wet woodland and unimproved grassland (see **Figure 3.7**). In addition to Attenborough Gravel Pits LWS, the BGI zone also includes a network of LWS at Chilwell Meadow, Chilwell Meadow Golf Club and Beeston Canal.

3.20 Tree coverage identified within the National Forest Inventory borders sections of the River Trent, with further tracts also evident within Chilwell Manor Golf Club, Attenborough Nature Reserve and a small area adjacent Beeston Canal. Based on the Tree Equity Score, a large section of the BGI zone covering Attenborough Nature Reserve exhibits equitable access to trees (achieving a score of 100 out of 100). The Working with Natural Processes (WWNP) Floodplain woodland potential dataset indicates the potential for reforestation within pockets within Attenborough Nature Reserve.

3.21 The route of the Trent Way borders the river corridor, providing a key recreational resource, supplemented by a network of PRoW which radiate from Attenborough Nature Reserve and the settlement edge of Beeston Rylands. The BGI zone also incorporates a short section of the on-road route of National Cycle Network route 6 within Attenborough. The BGI zone also incorporates conservation areas at Attenborough Village and at Attenborough Barratt Lane.

Summary of local needs

3.22 With the exception of the settlement footprints at Attenborough and Beeston Rylands, large sections of land to the east of the Nottingham to Matlock rail line lie within Flood Zones 3a and 3b.

3.23 The northern and southern fringes of Beeston Rylands form the highest priorities for future tree planting, with Tree Equity Scores ranging between 59-66 out of 100. Existing tree canopy coverage at these locations ranges from 9-10%. Intervening urban land use at Beeston Rylands is characterised by moderate priority Tree Equity Scores (80-89 out of 100). The LSOA stretching from the A6005 to land lying to the west of the sewage treatment works at Thane Road ranks within the 40% most deprived areas in England based on overall IMD scores.

Vision for BGI within the zone

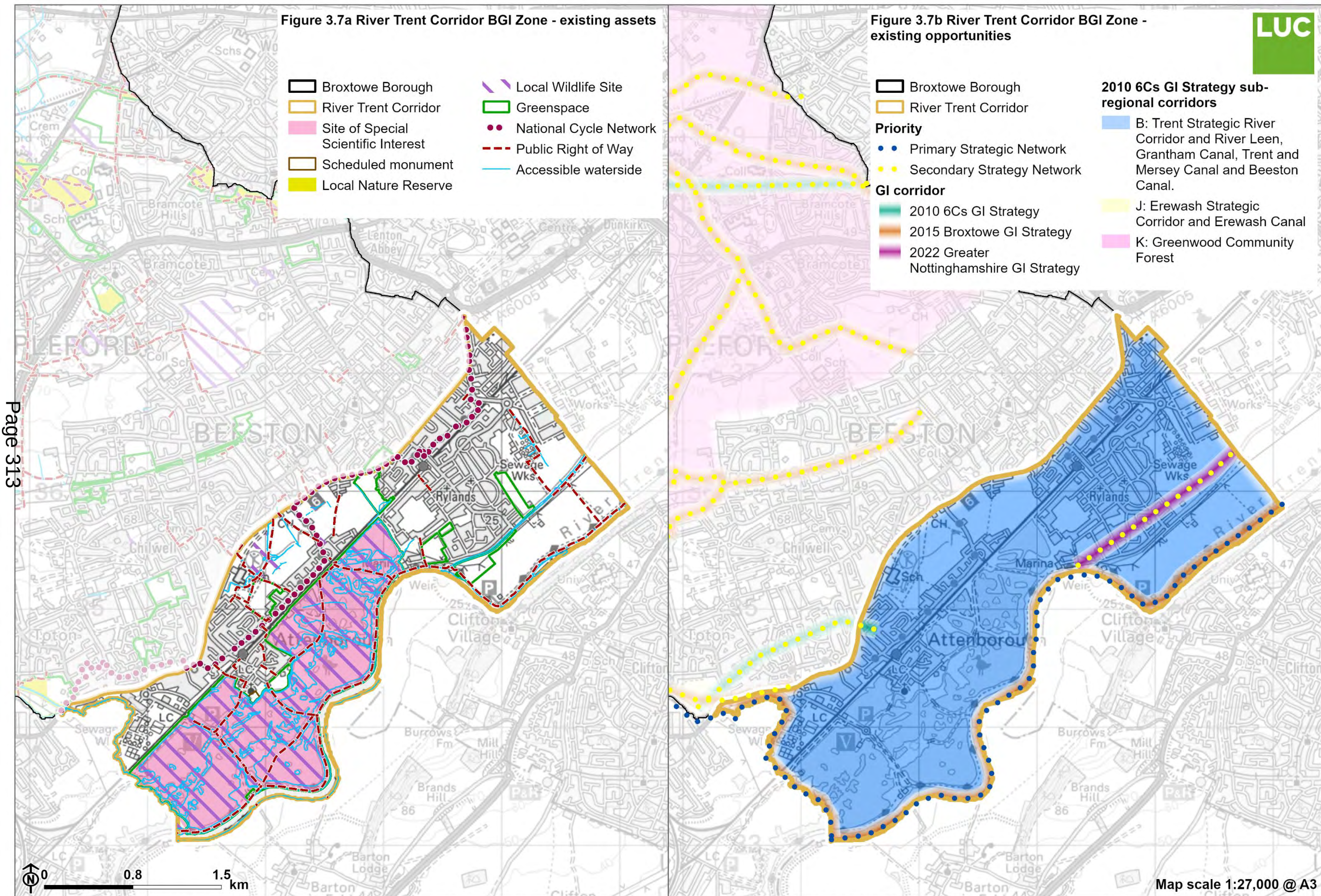
Reinforce the distinctive local character of the River Trent, enhancing the biodiversity value of the network of habitats, whilst also offering an important conduit for the movement of people and wildlife.

Emerging opportunities to achieve this vision

- Restore “naturalness” to the River Trent and its associated habitats so this important blue corridor can support targeted threatened species and provide access to nature for local communities. Re-connecting the floodplain and river will increase biodiversity and reduce flood risk downstream.
- Incorporate tree planting and wetland creation to provide multiple benefits including natural flood management, climate mitigation and adaptation, access to nature and for biodiversity.
- Working in conjunction with Nottinghamshire Wildlife Trust, explore opportunities to create additional areas of wet woodland within Attenborough Nature Reserve. Additional opportunities include tree planting (including black poplar) along water courses for carbon sequestration, natural flood management and to offer diversity of habitat in the valley mosaic and for those species reliant on trees, woodland and woodland edge habitats.

- Create new interconnected floating reedbeds and improved management of existing reedbeds to benefit breeding bitterns within and around the Attenborough Nature Reserve (working in conjunction with Nottinghamshire Wildlife Trust).
- Create buffer strips alongside waterbodies within to reduce bank erosion and limit the pathway for pollutants to enter the water and affect water quality.
- Enhance the network of nature-based solutions, including wetlands and riparian vegetation, to improve resilience and adaptation to flooding. Natural flood management interventions to supplement the existing engineered flood protection associated with the Environment Agency's Nottingham Left Bank Flood Alleviation Scheme should also be explored.
- Enhance the corridor of the River Trent as a recreational resource, including improvements to local PRow which provide linkages to the Trent Valley Way long distance footpath.
- Introduce a programme of future tree planting within Beeston Rylands to address inequitable access to trees, as identified by the Tree Equity Score.

Figure 3.7 a-b: River Trent Corridor BGI Zone



Chapter 4

Delivery mechanisms

Planning mechanisms

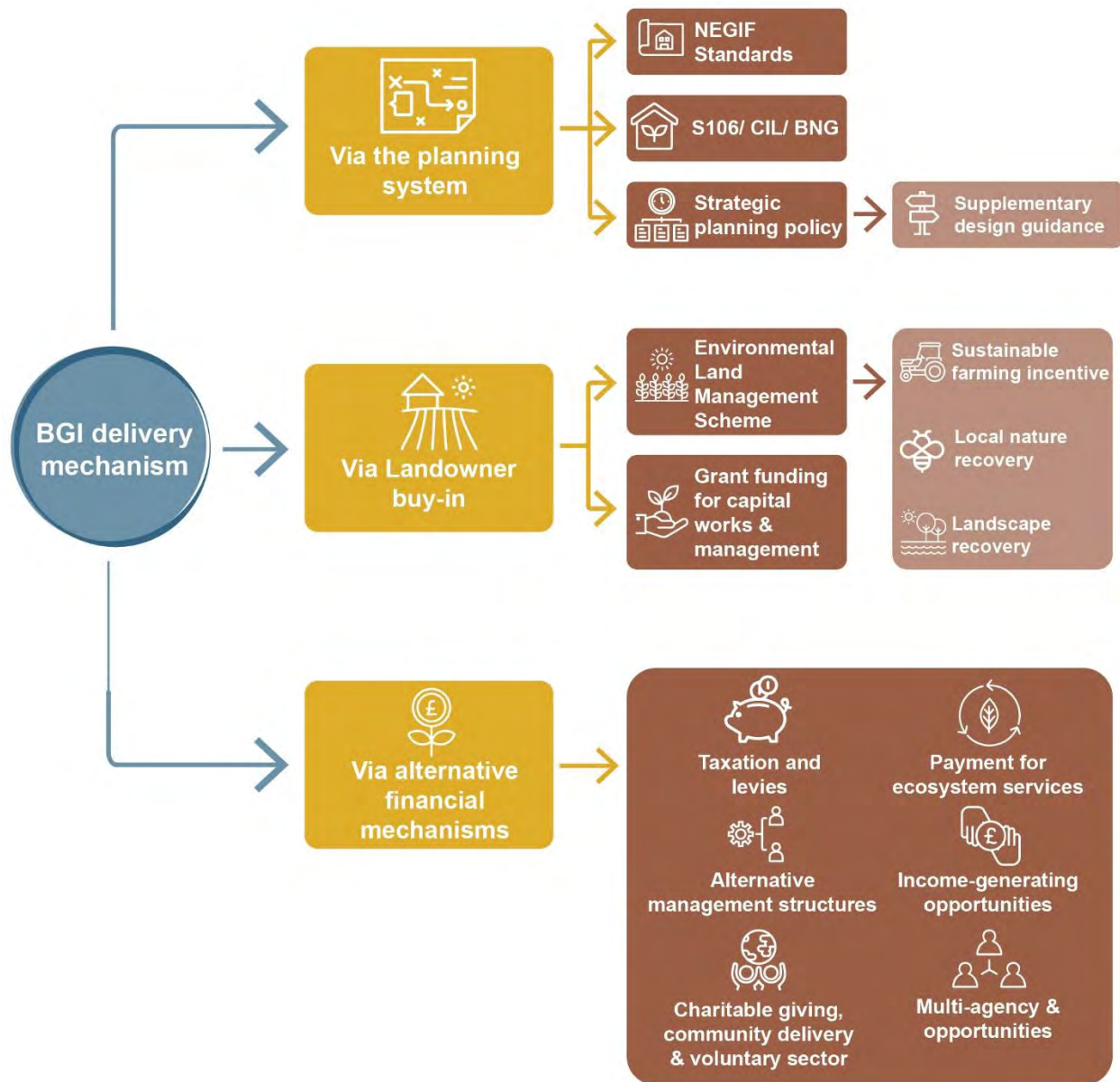
4.1 Planning policy plays a critical role in the delivery of BGI, including by setting clear expectations within Local Plan policy along with other planning tools. This chapter outlines the various planning mechanisms and tools that can be used to help deliver BGI. **Figure 4.1** illustrates the range of potential BGI delivery mechanisms within the Borough.

Strategic planning policy

4.2 The adoption of a robust strategic BGI policy within the Council's Local Plan offers the opportunity to positively influence BGI delivery and ongoing maintenance. The current status of local and regional planning policy is provided within **Appendix A**. When work on a future Local Plan for Broxtowe Borough progresses, it is recommended that it incorporates a robust, specific BGI policy. When developing a BGI Local Plan policy, there are several self-assessment tools which can be used, such as the Green Infrastructure Planning Policy Assessment Tool, which contains 26 assessment criteria covering the core functions of BGI [\[See reference 44\]](#).

4.3 Beyond this strategic policy, it is important to ensure that BGI is fully embedded within the Local Plan rather than dealt with by a strategic policy alone. It should therefore be complemented by the 'mainstreaming' of BGI through the integration of explicit references to BGI into other policies. This will allow BGI to move outside any environmental policy 'silo' and interact with other agendas including health, economic and social policy areas.

Figure 4.1 Potential BGI delivery mechanisms



Site-specific policies

4.4 Where provided, site allocation policies within the Local Plan should incorporate more detailed guidance on specific BGI to be provided on these sites. These should draw on baseline data in the BGI Strategy; including BGI assets found on or near the site, local needs, as well identified actions for the specific BGI zone. Where development briefs for proposed site allocations are developed, these should incorporate expectations for BGI provision, its type, location and ongoing maintenance requirements.

Application of the Natural England Green Infrastructure Framework (NEGIF) Standards

4.5 The NEGIF [\[See reference 6\]](#) was published in February 2023. It includes five Headline Green Infrastructure Standards for local planning authorities to consider in relation to major development (with specific standards based on local evidence), alongside area wide standards. These standards vary in their applicability and complexity and require individual consideration for use in Broxtowe Borough. A high-level overview of each major development standard is provided below and should be read in conjunction with the NEGIF:

- **S1: Green Infrastructure Strategy Standard** aims to ensure that BGI is strategically planned for the context of the local area to ensure it will achieve maximum benefits. It is recommended that the Council should incorporate the requirement for the provision of a BGI Plan as part of applications for any major development proposal (this could be a standalone document or incorporated into a Design and Access Statement (DAS)). It should set out how BGI will be managed, maintained and monitored for at least 30 years.
- **S2: Accessible Greenspace Standard** aims to ensure everyone has access to good quality BGI, setting quantitative standards for the amount, size and location of greenspace. The major development standard requires that proposals ensure access to a specified quantity, size, capacity and quality of greenspace within certain distances of the site using Natural England's Accessible Natural Greenspace Standards or other locally adopted open space standards. The NEGIF recommends the use of the Green Flag Award criteria [\[See reference 45\]](#) as a quality standard [\[See reference 46\]](#).
- **S3: Urban Nature Recovery Standard** seeks to increase the proportion of BGI designed and managed for nature recovery. The major development standard requires developers to demonstrate contributions to nature recovery through the GI Plan (or DAS), including the creation / enhancement of Local Nature Reserves or Local Wildlife Sites.
- **S4: Urban Greening Factor Standard (UGF)** is a tool to increase the amount and quality of green land cover within urban environments. The major development standard recommends target UGF scores for commercial (0.3), residential (0.4) and residential greenfield (0.5) proposals, although these can be altered based on local assessment.
- **S5: Urban Tree Canopy Cover Standard** aims to increase urban tree canopy cover by an agreed percentage, based on a locally defined

baseline and consideration of local needs, opportunities and constraints. The major development standard sets local targets for tree canopy cover within development sites. It requires new and existing trees to be incorporated into new developments and that all new streets are tree lined (as per NPPF requirements).

4.6 It is recommended the Council undertake further testing of Headline Standards 2 – 5 to determine their suitability for adoption and to identify appropriate local standards in the Borough's planning policy. The NEGIF Process Guide for Local Planning Authorities is available here: [\[See reference 47\]](#).

Other planning delivery mechanisms

4.7 Developer contributions for infrastructure can be a source of funding to support BGI. The Council's Infrastructure Funding Statement [\[See reference 48\]](#) provides an overview of all current developer contributions mechanisms and figures within the Borough. Key mechanisms include:

- **Section 106 (S106) agreements** [\[See reference 49\]](#) allow a planning authority to enter a negotiated agreement (or "planning obligation") to mitigate the impact of a specific development to make it acceptable in planning terms. Where a development fails to meet local criteria, such as any adopted NEGIF major development standard, S106 agreements could be used to secure financial support for local BGI projects. It will be essential to have clear and transparent BGI policy requirements so that the tests for S106 agreements can be met (that they are necessary, relevant to planning, directly, fairly and reasonably related to the proposed development).
- **Community Infrastructure Levy (CIL)** [\[See reference 50\]](#) is a locally based development tax. CIL is not currently used in Broxtowe Borough, but the Council intend to introduce it. Should it be used, the Council should consider identifying some of the appropriate opportunities outlined in this BGI Strategy within their Infrastructure Delivery Plan (IDP) to facilitate the use of these funds for BGI.

4.8 Biodiversity Net Gain (BNG): BNG was introduced nationally in February 2024 and requires all major development to deliver an uplift of at least 10% in biodiversity, to be delivered on-site unless it can be evidence that this is not possible, in which case off-site contributions may be accepted. On-site BNG provision should enhance the BGI on a development site while off-site BNG

contributions will be an important source of funding for strategic BGI opportunities [\[See reference 51\]](#).

4.9 Local Nature Recovery Strategies (LNRS): The emerging LNRS [\[See reference 52\]](#) for Nottinghamshire and Nottingham is due to be published in autumn 2025 [\[See reference 53\]](#). It will play a major role in identifying and mapping the best locations to create, enhance and restore nature and provide wider environmental benefits across the region. Any BGI proposals should consider both this BGI Strategy and the LNRS when published.

4.10 Supplementary design guidance: The Council could consider supporting new BGI planning policies by developing a supplementary planning document (SPD) establishing the required content of BGI plan and what BGI will be expected to be delivered through development. It could also be used to provide further guidance on how developers should seek to meet BGI and BNG requirements jointly.

4.11 Building with Nature (BwN): BwN is an additional evidence-based standard that defines high-quality BGI based on a set of 12 criteria [\[See reference 54\]](#). It seeks to raise the bar for industry by demonstrating what 'good' BGI looks like at each stage of the development process. The standard could be adopted by the Council as a benchmark for assessing and accrediting the quality of BGI delivery as part of development.

Effective monitoring and evaluation

4.12 It is important that the implementation of BGI policy and any adopted standards, along with other planning tools are monitored and evaluated to ensure their effectiveness in protecting, maintaining and enhancing the Borough's BGI network over time. Evaluation can be carried out at two levels; development level (to assess whether the design, delivery and maintenance of BGI was carried out accordingly) and at policy level (to assess the cumulative benefits across the Borough).

4.13 The monitoring and evaluation process should be carried out at an appropriate frequency and dovetailed into other review processes (such as for BNG), where possible, to avoid duplication of effort and provide more joined-up results. Any learning should be directly addressed and lead to adaptations to policy and standards and their management.

4.14 It is recommended that the Council establishes a **BGI Delivery Partnership**, responsible for the monitoring and evaluation of the BGI network

across the Borough. This would become a network where progress on BGI delivery is shared, where existing and new partnerships are co-ordinated and collaboration across Broxtowe Borough is promoted. It would also encourage collaboration at both the county and Borough scale with statutory agencies, charities and community groups.

Partnership working

4.15 The planning system, and local authority resources, cannot be relied upon alone to deliver the requirements and aspirations of this BGI Strategy. Much of the new and improved BGI will be taken forward, funded and maintained by a range of partners external to the Council working in multi-partner arrangements through a range of delivery mechanisms.

4.16 Grant funding: Several public bodies and third sector organisations provide grant funding for natural capital, local and cultural heritage and community benefit investment opportunities. Grants vary significantly by value and criteria and often they are only available to public or third-sector organisations. Grant funding opportunities are usually competitively allocated and often several grant funds can be stacked to fund larger scale projects.

4.17 Environmental Land Management Schemes (ELMS): Several of the opportunities for enhancement of the BGI network are located within rural areas of the Borough. The new ELMS replaces the EU's Common Agricultural Policy (CAP). Progress on ELMS lies fully outside of the planning system and under the governance of DEFRA. However, uptake of ELMS funding for environmental measures by farmers / landowners will be central to achieving the vision for the BGI network; particularly addressing issues of habitat fragmentation and water quality within agricultural areas.

4.18 Payment for ecosystem services (PES): PES involve financial payments to land managers to voluntarily maintain or improve ecosystems, above and beyond what is required by regulations. Buyers of these services may be public bodies or private companies that benefit from these ecosystem services (for example, businesses that need to offset carbon emissions). Currently, payment for ecosystem services in the UK generally focus on regulating services, with a particular focus on carbon sequestration and storage. The voluntary carbon market includes two accredited schemes: the Woodland Carbon Code (WCC) and the Peatland Carbon Code (PCC).

- At regional scale, several water quality markets have been established. Water companies paying farmers within specific catchments to change

land management practices to reduce diffuse water pollution, leading to reduced water treatment costs. Various voluntary “carbon+” markets are also emerging. These offer carbon offsetting bundled with wider benefits, such as biodiversity (for example, Wilder Carbon from the Wildlife Trusts [See reference 55]).

- BNG can also be considered as an example of a payment for ecosystem services, in situations where developers cannot deliver onsite BNG and are required to purchase BNG credits for off-site mitigation. The Council could consider creating ‘habitat banks’ on its own land as part of BGI interventions. These BNG units could then be sold to developers, providing a further funding mechanism for ecological enhancements.
- If large scale tree planting proposals were proposed, then the possibility of selling WCC credits or similar could also be explored. However, the Council may wish to ‘bank’ any carbon savings for its own carbon accounting.

4.19 Corporate Social Responsibility (CSR): The Council may also wish to explore other opportunities with local businesses. Some organisations may be willing to sponsor improvements to existing greenspaces as part of their CSR strategy, rather than paying for a specific ecosystem service benefit.

Chapter 5

Five-year action plan

5.1 Each of the six BGI zones provide a streamlined approach to the identification and delivery of BGI interventions. Their aim is provide a framework for action to help policymakers, developers, community groups and residents to deliver appropriate, multifunctional and resilient BGI across the Borough. This chapter sets out a five-year action plan to facilitate the delivery of the overarching vision for each BGI zone, as outlined in **Chapter 3**.

5.2 The five-year action plan is structured by BGI zone, with the aim of promoting the future delivery of BGI across the Borough. A number of actions are identified within each BGI zone, including three ‘priority actions’, demonstrating a variety of project types and costs. The intention is for these actions to be taken forward by various partners through various delivery mechanisms or when funding becomes available. Whilst some actions are spatially specific, the principles of other key actions offer the opportunity to be replicated across the Borough.

5.3 The rationale for identification of the BGI actions is outlined below:

- Multifunctionality and range of benefits: Actions that provide multiple benefits that align with the 15 principles to promote the successful delivery of GI, as defined by Natural England (see **Chapter 1**).
- Meeting identified need: The degree to which the action meets an identified gap in the existing BGI network within the Borough.
- Deliverability: Projects that are deemed to be ‘more deliverable’, for example, those in receipt of existing stakeholder support, relating to a clear funding stream, or alignment with other existing initiatives.
- Professional judgement: The finalised list was compiled using professional judgement to ensure the above criteria provide a representative list of actions.

5.4 To help contribute towards the forward-planning of all the identified actions, outline cost bands have been devised based on professional judgement. The categories are outlined below in **Table 5.1**.

Table 5.1: Indicative cost categories for BGI actions

Cost category	Value (£)
Low	<£250k
Medium	£250k - £1 million
High	>£1 million

5.5 The action plan is organised by BGI zone (see **Tables 5.2 a-f**), with the location of actions illustrated on **Figures 5.1 – 5.6**.

A610 Urban Corridor BGI Zone

Table 5.2 a: Action plan - A610 Urban Corridor BGI Zone

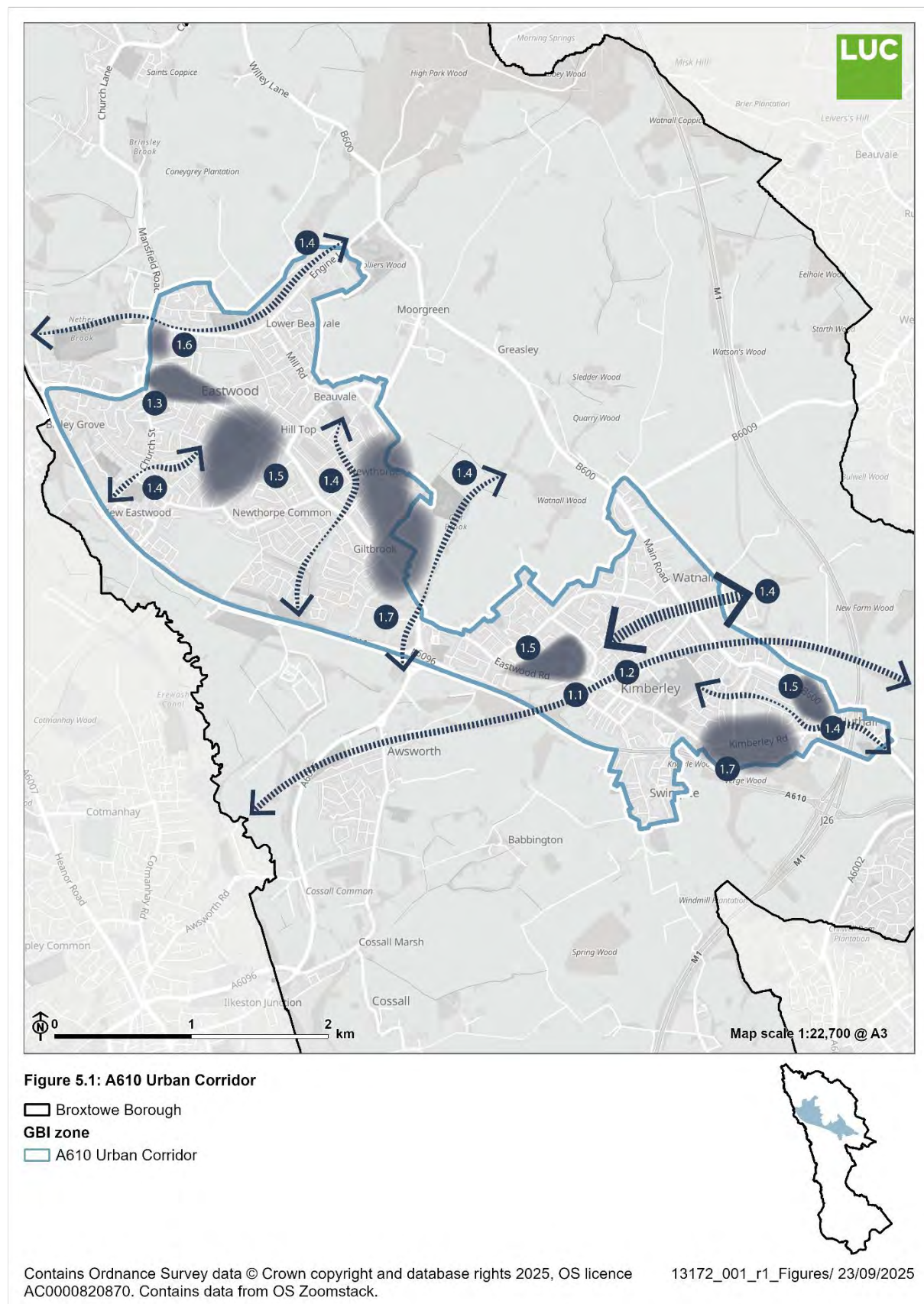
Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
1.1	Priority action: Integration of BGI assets into the proposed new active travel route along the section of the dismantled railway between Kimberley and Low Woods Road which is currently being delivered through Levelling Up Grant Funding.	Identify additional opportunities for enhancing biodiversity and habitat connectivity along the funded route, including through the potential integration of wildflower verges, hedgerows and trees. Undertake an active travel audit and feasibility study of potential new connections to the route, linking to surrounding settlements and enhancing the wider active travel network. This should include the integration of multi-user path surfacing, removal of existing access barriers, implementation of safe road crossings and establishment of priority access points. Key links to surrounding areas and the wider active travel network should also be identified. Explore wider connections which could be provided from this route, linking to Bulwell (via Nuthall Cutting), Awsworth and east of the River Erewash (via Bennerley Viaduct).	Broxtowe Borough Council Nottinghamshire County Council (PRoW officer) Sustrans	Grant funding (Levelling up fund) for initial greening Delivery mechanisms for connecting routes: ■ Section 106 contributions/CIL ■ Grant funding (Active Travel England)	Low (enhancement of greening along funded route) Low (active travel audit and feasibility study) High (long term delivery of new connections)
1.2	Priority action: Protection and promotion of geological heritage at Kimberley Cutting SSSI through increased signage and interpretation	Expanding on Action 1.1, ensure that the designated geological features at Kimberley cutting are protected and preserved, including the strategic routing of the path to avoid negative impacts from construction and public access. Woodland / vegetation management should be undertaken to maintain the integrity of the geological feature.	Nottinghamshire Wildlife Trust Broxtowe Borough Council Kimberley Town Council Kimberley community groups	Grant funding (e.g. National Lottery Heritage Fund)	Low

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
		Incorporate additional signage and interpretation around the Kimberley Cutting SSSI to celebrate the important geological feature and add an additional point of interest.			
1.3	Priority action: Integration of urban greening interventions in Eastwood town centre.	Undertake public engagement and collaborate with community groups to identify suitable priority areas for integration of urban greening within densely urban areas. Undertake a public awareness / engagement campaign promoting how the public can help enhance the BGI network through small scale actions e.g. by planting trees or integrating small ponds in their gardens. Utilise urban greening initiatives to shape an attractive and thriving urban environment, encouraging dwell time and increasing biodiversity in an urban context. A variety of multi-functional BGI assets could include street trees, pollinator-friendly planters, rain gardens, green lampposts, bird boxes, insect hotels, green walls and green roofs retrofitted to commercial buildings and bus shelters. A long-term management / maintenance plan should be prepared alongside landscape proposals to promote successful establishment of BGI interventions.	Broxtowe Borough Council Eastwood Town Council Nottinghamshire Wildlife Trust Environment Agency Buglife Groundwork UK Trees for Cities Community groups Woodland Trust Schools / youth groups	Section 106 contributions Grant funding Local authority environmental funding CSR contributions	Low - Medium
1.4	Natural flood management features in areas susceptible to river and surface water flooding to interrupt the flow into the area's brooks that feed the River Erewash.	Identify and liaise with landowners to identify opportunities for the integration of natural flood management interventions focussed on SuDS features such as rain gardens, swales and tree planting. Locations may include Gilt Brook, Nether Green Brook, Nether Green	Broxtowe Borough Council Severn Trent Water Nottinghamshire Wildlife Trust Landowners	Payments for ecosystem services (including off-site BNG) Environmental Land Management schemes (ELMs)	Medium

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
		Brook, Plumtre Way and Kimberley disused railway line. The creation of wetland habitat should also be considered along Beauvale Brook to reduce river and surface water flood risk in this area and contribute to biodiversity enhancement and connectivity.			
1.5	Introduction of tree planting within existing greenspaces in Eastwood and Kimberley.	Identify and deliver opportunities for new broadleaved tree planting within existing greenspaces to provide multiple benefits such as urban cooling, air quality enhancements, and increased amenity value. Target locations should include Coronation Park, Basil Russell Playing Fields, Hall Om Wong, and the informal greenspace area north of the A610 and west of Halls Lane where tree planting would also contribute to the woodland habitat network.	Broxtowe Borough Council Eastwood Town Council Kimberley Town Council Eastwood and Kimberley community groups Nuthall Parish Council Schools / youth groups	Payments for ecosystem services (including off-site BNG and Woodland Carbon Code) Grant funding (e.g. England woodland creation offer) S106 Agreements CSR contributions	Low
1.6	Eastwood parks and open space improvements	Undertake quality and value audits of existing open spaces to inform the works. Potential upgrades include refurbishment of boundary railings, improvement of facilities and the enhancement of nature-friendly management. Further improvements could include the integration of new natural play features to enhance the current play offer in the parks. Access points on PRow should be audited to identify any potential areas of enhancement to improve access for all, including those with disabilities.	Broxtowe Borough Council Eastwood Town Council Eastwood community groups	S106 Agreements Grant funding CSR contributions	Low – Medium
1.7	Integration of pocket parks and street trees within residential areas	Explore opportunities for retrofitting street trees and small pocket parks within the residential and suburban fringes of the Eastwood – Nuthall urban corridor. These	Broxtowe Borough Council Eastwood Town Council	Grant funding CSR contributions	Medium

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
		enhancements should place particular emphasis on areas noted as 'high' priority for tree planting according to the Woodland Trust's Tree Equity Score and in areas with deficiency in access to greenspace. These enhancements should be introduced in conjunction with local communities, with the potential for an 'adopt a tree' scheme to encourage local 'buy-in'. Opportunities for local communities to manage and take ownership should also be explored.	Kimberley Town Council Nuthall Town Council Local community groups Schools / youth groups Nottinghamshire NHS		

Figure 5.1: A610 Urban Corridor BGI Zone



Babbington Rolling Farmlands BGI Zone

Table 5.2 b: Action plan – Babbington Rolling Farmlands BGI Zone

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
2.1	Priority action: Grassland connections Connect grassland habitats through enhanced species rich field-margins and verges between Strelley and Cossall.	Liaise with landowners to prioritise management approaches which increase species-rich field margins within grassland between Strelley and Cossall to provide corridors and buffer habitat around existing grassland sites, including Robinettes SSSI. Relaxed mowing regimes within verges along roads, including within Cossall, Robinettes Lane, and other country lanes should be considered to further strengthen these corridors. This should be done in conjunction with the LNRS.	Neighbouring landowners Natural England National Highways Buglife	DEFRA Environmental Land Management Schemes (ELMs) / Countryside Stewardship Grant funding Off-site Biodiversity Net Gain (BNG)	Medium
2.2	Priority action: Trowell to Nottingham Greenway Deliver a green active travel corridor from Trowell to Nottingham along the Nottingham Canal	Promote the use of the canal towpath as an active travel route between Nottingham and Trowell / North Stapleford through increased wayfinding. This should include the auditing of current access points to identify where there are opportunities to improve disabled access. Promotional material for the canal towpath should highlight accessible sections of the network. Explore opportunities for surface enhancements as required, whilst being mindful of the importance of the site as an LNR. Monitor and remove invasive species including Himalayan Balsam and Japanese Knotweed along the Nottingham Canal.	Broxtowe Borough Council Nottingham City Council The Conservation Volunteers (TCV) Sustrans	Grant funding (e.g. Active Travel Fund) Empowering community groups associated with the LNR.	High
2.3	Priority action: Robinettes Nature Park Create an accessible wildlife watching site at Robinettes Arm of the Nottingham Canal	Identify the landowner and explore opportunities to introduce interpretation signage to promote connections to wildlife	Broxtowe Borough Council	Offsite BNG	High

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
	to provide a small-scale destination space the Nottingham Canal LNR.	within the Nottingham Canal LNR. Undertake an access audit and use the findings to explore the opportunity for access improvements which promote inclusivity. In the longer term, explore the feasibility of rewetting the land between the Nottingham Canal and brook to the north and creating a boardwalk to provide access along the current PRow.	Nottinghamshire Wildlife Trust The Conservation Volunteers Natural England	Corporate Social Responsibility (CSR) contributions Crowd funding	
2.4	Awsorth recreation grounds Introduce habitat enhancements around the border of the cricket pitch and other amenities within Awsorth.	Seek to enhance sustainable and nature-friendly management within the open space around Awsorth Bowls Club and Awsorth Cricket Club to enhance the biodiversity and recreational value of the site. This could include through relaxed mowing regimes on the open space edge and around the play provision, promoting wildflower grass margins and introducing species-rich hedgerows along the boundary.	Awsorth Parish Council Awsorth Cricket Club Wilder Nottinghamshire Network	Offsite BNG Corporate Social Responsibility (CSR) contributions Empowering community groups Crowd funding Grant funding (e.g. Tree Council's Branching Out Fund)	Low
2.5	Monk's Way Trail and the wider PRow network Promote interpretation and biodiversity features along Monk's Way, to encourage the use of this route which runs from Strelley, to Cossall and onto Ilkeston in the administrative boundary of Erewash Borough Council. Access improvements should also be considered along the wider PRow network.	Update online information and leaflets relating to the recreational Monks Way, including identifying which parts of the route are suitable for inclusive and disabled access. Enhance interpretation and signage along the route, promoting the natural heritage including Nottingham Canal LNR and woodlands. Explore opportunities for collaborating with health providers and wellbeing groups to promote the use of this route for regular 'wellbeing walks' due to its relatively central	Broxtowe Borough Council Erewash Borough Council Cossall Parish Council NHS Nottingham and Nottinghamshire Historic England	Grant funding (e.g. National Heritage Fund; People's Health Trust) Payments for access	Medium

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
		position in the Borough, circular route and access from public car parks. Work with landowners to promote condition and management of the PRow which form part of this loop, including ensuring wayfinding is clear and paths are suitable for a range of walking abilities. This should take account of the Sensory Trusts 'By All Reasonable Means' access guidance. Consideration should also be given to ensure improved access points do not promote anti-social behaviour and the use of PRow by motorcycles.			
2.6	Enhance woodland habitat connectivity adjacent the M1	Set out a planting plan to increase tree cover and the width of the woodland corridor along the M1, with the aim to reduce noise levels across central Broxtowe Borough and sequester pollutants and carbon. A landscape architect should be commissioned to advise on species selection.	National Highways Woodland Trust	Grant funding e.g. Woodland Trust Payments for ecosystem services (carbon markets)	High

Figure 5.2 Babbington Rolling Farmlands BGI Zone

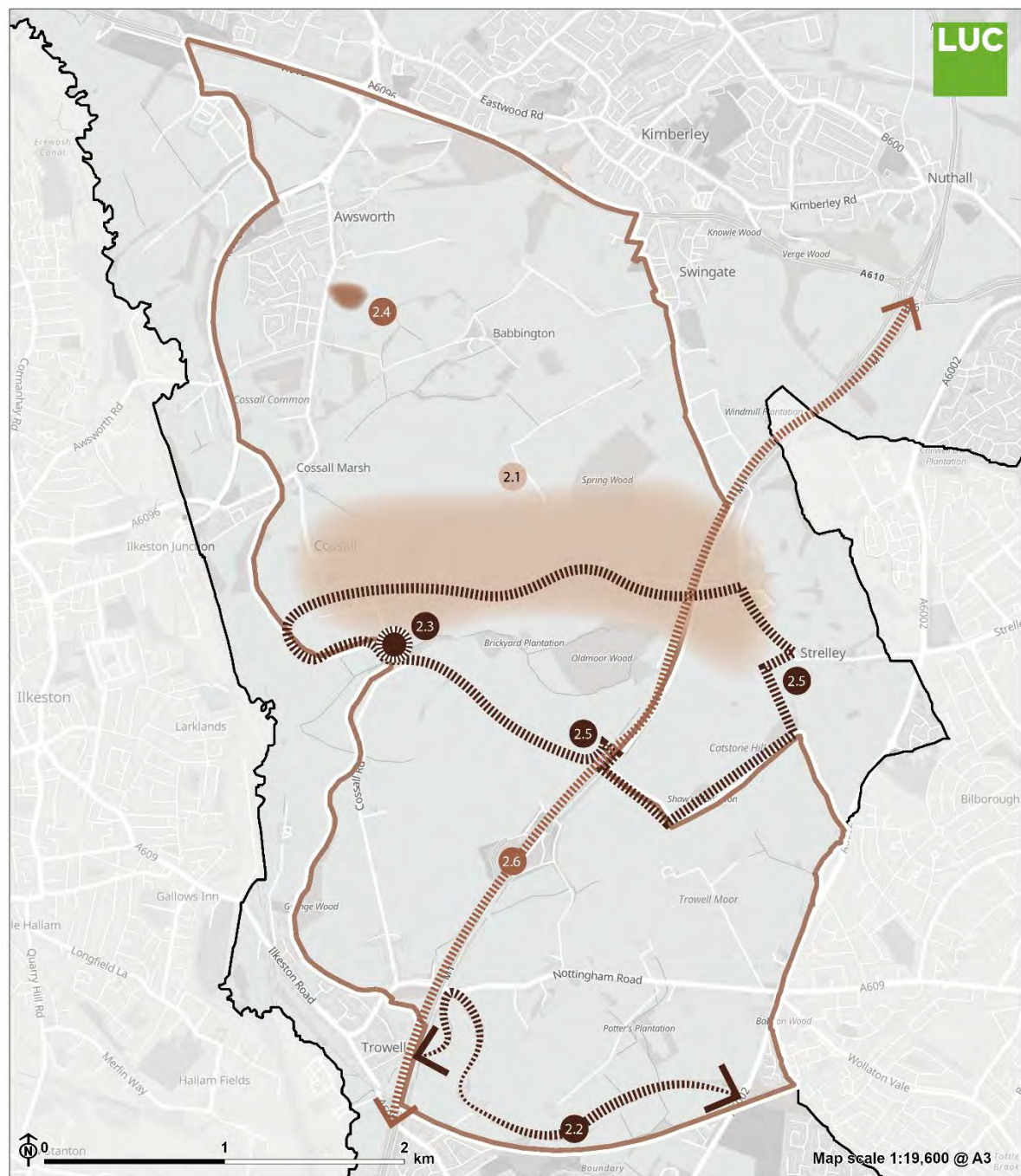


Figure 5.2: Babbington Rolling Farmlands

- Broxtowe Borough
- BGI zone**
- Babbington Rolling Farmlands



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Beeston and Stapleford Urban Fringe BGI Zone

Table 5.2 c: Action plan – Beeston and Stapleford Urban Fringe BGI Zone

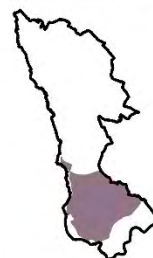
Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
3.1	Priority action: Stapleford Hill to Bramcote Ridge green corridor Enhance habitat connectivity between Stapleford Hill, Bramcote Hill and Alexandrina Plantation / Sandy Lane Open Space LNR.	Audit the open space and undeveloped land along Bramcote Ridge, Bramcote Hills and Stapleford Hill to identify locations for potential grassland and heathland enhancements. This includes within open spaces and the grounds of Bramcote College Sixth Form and Bramcote Crematorium. Review existing management within these open spaces, and explore opportunities for relaxed mowing regimes, enhanced interpretation of the importance of these spaces, and improved connectivity between sites. Introduce a programme of works to remove invasive species.	Broxtowe Borough Council Nottinghamshire Wildlife Trust Bramcote College Sixth Form Schools / youth groups Friends of Bramcote Ridge	DEFRA Environmental Land Management Schemes (ELMs) / Countryside Stewardship Grant funding Off-site Biodiversity Net Gain (BNG)	Medium
3.2	Priority action: Beeston pocket parks Create small-scale community-led pocket parks across Beeston and Chilwell, where there is currently a deficiency in access to greenspaces.	Work with greenspace officers and community groups in Beeston and Chilwell to identify potential locations for pocket parks. This may include on small derelict sites, amenity greenspace or verges within residential streets. Within more densely built up areas, the siting of pocket parks may require their creation alongside traffic calming measures (offering space for street trees, benches and planters to be introduced). Work with communities to establish groups who can take ownership of these spaces and their management. This may include small orchards, herb planters, bee hotels or other small-scale interventions. Undertake a public awareness / engagement campaign promoting how the public can help enhance the BGI network through small scale	Broxtowe Borough Council Local community groups Incredible Edible Nottinghamshire Wildlife Trust Environment Agency Buglife Groundwork UK Trees for Cities Woodland Trust Schools / youth groups	S106 / CIL Grant funding	High

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
		actions e.g. by planting trees or integrating small ponds in their gardens.			
3.3	Priority action: Hedgerow connectivity Enhance hedgerow connectivity in rural areas between Beeston, Stapleford and Bramcote to reduce the effects of habitat fragmentation and increase ecological resilience at the urban fringe.	Liaise with landowners and carry out site audits to identify priority areas to deliver strategic hedgerow planting to improve habitat connectivity between urban areas. The action should target locations where vegetation is minimal and / or loss is evident. Alongside this, work with landowners to encourage the establishment of biodiverse field margins, enhanced grassland and scrub along field margins and the creation of important habitat for pollinators.	Landowners Nottinghamshire Wildlife Trust Woodland Trust Local community groups Buglife Plantlife	DEFRA Environmental Land Management Schemes (ELMs) / Countryside Stewardship Payments for ecosystem services Grant funding (e.g. Woodland Trust MOREhedges funding scheme)	Low
3.4	Chilwell to Stapleford connections Deliver PRow improvements to connect Chilwell, Toton, Stapleford and Bramcote and promote active travel between the settlements.	Audit the existing Public Right of Way network between Toton, Chilwell, Stapleford and Bramcote to understand the existing condition and accessibility of footpaths, including sections which afford inclusive access. Liaise with landowners to scope the potential for surface upgrades and promotion of routes to create a formalised, off-road greenway between Stapleford and Toton. Final delivery of the action may include wayfinding signage, habitat enhancements along the route, lighting and seating.	Broxtowe Borough Council Nottinghamshire County Council Sustrans Paths for All	S106 / CIL (potentially associated with Toton Sidings Strategic growth location, and Chetwynd barracks allocation)	Low (initial feasibility) High (delivery)
3.5	Boundary Brook flood resilience Natural flood management and sustainable drainage interventions to reduce flood risk along Boundary Brook	Undertake a feasibility study along Boundary Brook to identify potential locations for wetland creation. Explore opportunities for riparian enhancement along the river corridor, helping to slow the flow of water to the watercourse.	Broxtowe Borough Council Trent Rivers Trust	S106 / CIL Grant funding Public funding	Medium

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
		Within the wider urban area around Trowell Park Drive, explore opportunities for retrofitting SuDS and attenuation ponds to reduce surface water flooding.			
3.6	Beeston Town Centre Greening Opportunity to invest in greening initiatives within the	Explore opportunities to retrofit BGI interventions; including green roofs or walls, street trees and green verges within Beeston Town Centre. The priority should be areas of large scale hard development, including within Beeston square and the supermarket car parks close to the town centre.	Broxtowe Borough Council Local Businesses Schools / youth groups Community groups	Local businesses S106 / CIL Grant funding	High

The map displays the proposed tram route through the Toton and Bramcote area. The route is shown as a red dashed line with arrows indicating the direction of travel. Key locations and roads labeled on the map include Toton, Bramcote, Sandiway, Trowell, and Wollaton. The route starts near the M1 motorway, passes through Toton, and then heads towards Bramcote and Sandiway. The map also shows various residential areas and roads, such as Nottingham Road, Trowell Moor, and Wollaton Vale. A scale bar at the bottom indicates a distance of 0 to 2 km, and a north arrow is located in the bottom left corner. The LUC logo is visible in the top right corner.

 Broxtowe Borough
GBI zone
 Beeston and Stapleford Urban Fringe



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Eastern Farmed and Wooded Fringe BGI Zone

Table 5.2 d: Action plan – Eastern Farmed and Wooded Fringe BGI Zone

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
4.1	Priority action: Greasley Country Park	Undertake a feasibility study to identify potential locations for a 20 hectare or larger accessible country park to provide an alternative destination open space to serve the northern part of Broxtowe Borough. The feasibility study should assess sites based on the potential ecological, historic and visual interest. In addition, the feasibility study will need to identify potential constraints including designated sites, utilities, and landownership. Suitable locations will be easily accessible from a range of locations an include a variety of habitats, functions and facilities. Initiate public consultation to seek buy-in from the local community. Design proposals should incorporate opportunities for natural play and areas for people to socialise. The principles of the Sensory Trust’s ‘By All Reasonable Means’ access guide should be considered.	Broxtowe Borough Council Greasley Parish Council Local land owners	Public sector fundingS106 contributions Grant funding (e.g. National Heritage Fund Offsite BNG (delivery)	Low (initial feasibility) High (long-term delivery)
4.2	Priority action: Nether Green / Beauvale Brook enhancement	Identify locations for fish passages to improve the ecological integrity of the brook. Undertake feasibility studies to plan a programme of works aimed at introducing fish passages and re-naturalising stretches of the brook (e.g. reintroducing pools and riffles). Enhancements should also include wetland areas that can store water and provide additional natural flood management.	Broxtowe Borough Council Trent Rivers Trust Nottinghamshire Wildlife Trust Greasley Estate	Grant funding Payments for ecosystem services (Natural Flood Management credits – if initiative sufficiently developed during timescales of the action plan)	High

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
4.3	Priority action: Willey Spring to Seller's Wood woodland arc	Promote hedgerow and tree planting between Willey Spring, High Park Wood, Watnall Coppice, Eelhole Wood, Starth Wood, Bulwell Wood, New Farm Wood and Seller's Wood to create a large scale forested arc in the north east of the Borough. This should include promoting edge habitat and creating functional corridors to deliver habitat movements.	Broxtowe Borough Council Greenwood Community Forest Woodland Trust	DEFRA Environmental Land Management Schemes (ELMs) / Countryside Stewardship Offsite BNG Payments for ecosystem services (carbon markets) Grant funding (e.g. Woodland Trust)	High
4.4	Eastwood to Beauvale Green corridor	Introduce habitat enhancements along the route of the disused corridor from Eastwood Hall towards Beauvale Priory. This includes establishing wetland habitat where the route overlaps with watercourses (e.g. north of Colliers Wood), woodland habitats, scrub and biodiverse habitats. In the longer term, plan for strategic access locations to allow visitors to engage with nature along the corridor.	Broxtowe Borough Council Nottinghamshire Wildlife Trust	Offsite BNG Payments for ecosystems services (carbon markets) Corporate Social Responsibility (CSR)	High
4.5	Brinsley grassland enhancements	Liaise with landowners to promote the alternative management of parcels of amenity grassland around Brinsley. This includes promoting relaxed management regimes to enhance grassland diversity. Proposals should complement the existing SuDS provision at Brinsley Headstocks. This includes promotion of biodiversity-rich field margins, particularly along water courses, including Gilt Brook.	Broxtowe Borough Council Local Businesses	Local businesses S106 / CIL Grant funding	High

Figure 5.4: Eastern Farmed and Wooded Fringe BGI Zone

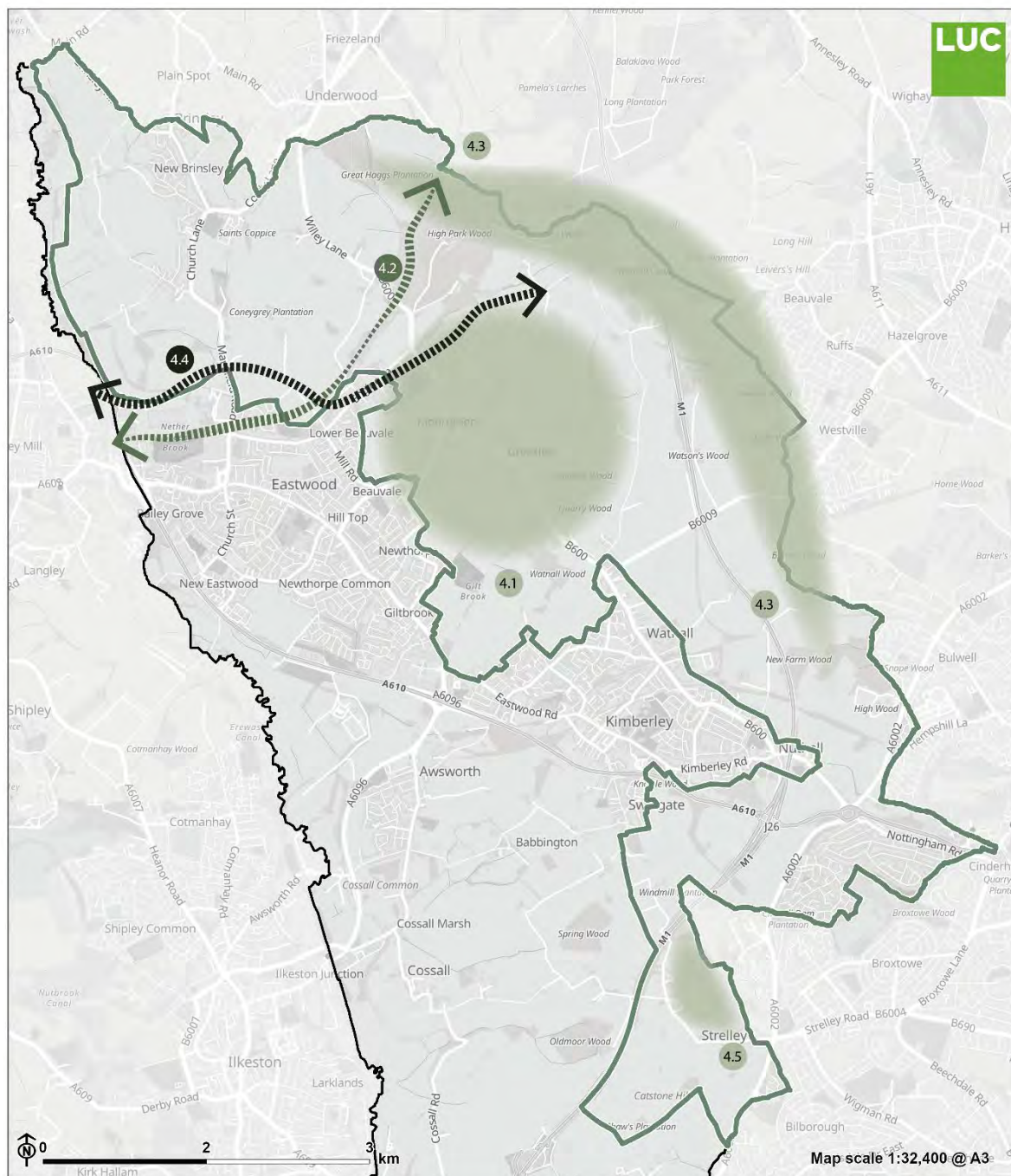


Figure 5.4: Eastern Farmed and Wooded Fringe

- Broxtowe Borough
- BGI zone**
- Eastern Farmed and Wooded Fringe



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Erewash Valley BGI Zone

Table 5.2 e: Action plan – Erewash Valley BGI Zone

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
5.1	Priority action: Wetland habitat and floodplain grazing marsh stretching from Attenborough Nature Reserve to the River Erewash	Develop an Ecological Masterplan and Management Plan to explore the potential to create, enhance, enlarge and connect wetland habitats. This includes floodplain grazing marsh, lowland meadow, reedbed, wet woodland, ponds, swamp and fen, especially where they provide opportunity for reconnection of the floodplain to the river. This intervention should seek to improve wetlands and aquatic marginal vegetation to help deliver strategic objectives of nature recovery and promote nature-based solutions for achieving climate resilience. In addition, wetlands should be designed to maximise flood storage to store excess water and provide flood alleviation. Undertake comprehensive engagement with landowners, stakeholders, the local community and potential delivery partners to generate support for the project and the opportunities identified.	Broxtowe Borough Council Severn Trent Water Nottinghamshire Wildlife Trust Trent Rivers Trust Landowners	Payments for ecosystem services (including off-site BNG) Environmental Land Management schemes (ELMs) S106 / CIL Grant funding	Medium
5.2	Priority action: Enhance the mosaic of tree planting and wetland habitat throughout the River Erewash corridor to promote habitat connectivity and address flood risk.	Integrate catchment-scale nature-based solutions to improve resilience and adaptation to flooding. Hydrological and ecological assessments should be undertaken to identify priority areas for riparian restoration and wetland creation. Deliver pilot projects to generate momentum around the delivery of the action, achieving quick-win benefits, whilst also testing potential funding mechanisms. Undertake public engagement to ensure community ‘buy-in’ for the project. Consult with Nottinghamshire Derbyshire	Broxtowe Borough Council Severn Trent Water Nottinghamshire / Derbyshire Wildlife Trusts Trent Rivers Trust Landowners Schools / youth groups	Payments for ecosystem services (including off-site BNG) Environmental Land Management schemes (ELMs)	Low - Medium

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
		Wildlife Trusts to explore potential alignment with wetland creation projects at Erewash Meadows / Aldercar Flash Nature Reserves.			
5.3	Priority action: Enhance the species diversity of the existing grassland sward within the floodplain	Work with landowners to explore opportunities to enhance the existing grassland sward. Detailed ecological assessments should be used to identify priority areas for grassland restoration. Prepare a long-term management plan to promote successful establishment of the grassland sward.	Broxtowe Borough Council Trent Rivers Trust Landowners	S106 / CIL Grant funding Public funding	Medium
5.4	Implement a programme of invasive species removal as an approach to control the establishment and spread of Himalayan Balsam.	Introduce a targeted programme to control invasive species. Works should be undertaken at a catchment scale and in collaboration with other landowners along the River Erewash, working from the river source downstream to prevent further spread from upstream sources. Existing wetlands within this corridor should also be restored through the control of invasive species and reintroduction of semi-natural vegetation to enhance their ecological function. Detailed ecological surveys should be conducted to assess current habitat conditions and identify priority zones for invasive species removal.	Broxtowe Borough Council Landowners	S106 contributions Grant funding Local authority environmental funding CSR contributions	Low
5.5	Introduce a programme of future tree planting within the area to the west of Brinsley, land bordering the A610 at Eastwood and at Stapleford to address inequitable access to trees, as identified by the Tree Equity Score.	Undertake feasibility and ecological surveys of the area to determine areas best suited to tree planting, including appropriate species selection. Initiate engagement with residents and community groups to identify proposed locations for tree planting.	Broxtowe Borough Council Landowners Residents and community groups Schools / youth groups	S106 / CIL Grant funding Public funding	Medium
5.6	Deliver biodiversity enhancements along the Erewash Valley Trail at key sites to improve,	Commence feasibility testing to ensure that biodiversity enhancements are informed by	Broxtowe Borough Council	S106 / CIL	Medium - High

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
	and raise awareness of, the ecological importance of the Erewash and its floodplain.	appropriate ecological assessment and sensitive design, ensuring alignment with LNRS objectives. Consideration should also be given to guiding and controlling access spatially to protect sensitive habitats and species. Commence engagement with key stakeholders to refine the public access framework and balance nature recovery with recreational access.	Trent Rivers Trust Landowners PRoW Officer at Nottinghamshire County Council	Grant funding Public funding	
5.7	Improve active travel linkages to the proposed new cycle path following the eastern side of Bennerley Viaduct	Following completion of the cycle ramp and associated visitor centre at Bennerley Viaduct as part of Kimberley’s Levelling Up Project, undertake a review of wider active travel connections to the site. Proposals should ensure active travel links are optimised where possible and heritage assets are protected and celebrated.	Broxtowe Borough Council Kimberley Town Council Friends of the Bennerley Viaduct	S106 / CIL Grant funding Public funding	Medium - High

Figure 5.5: Erewash Valley BGI Zone

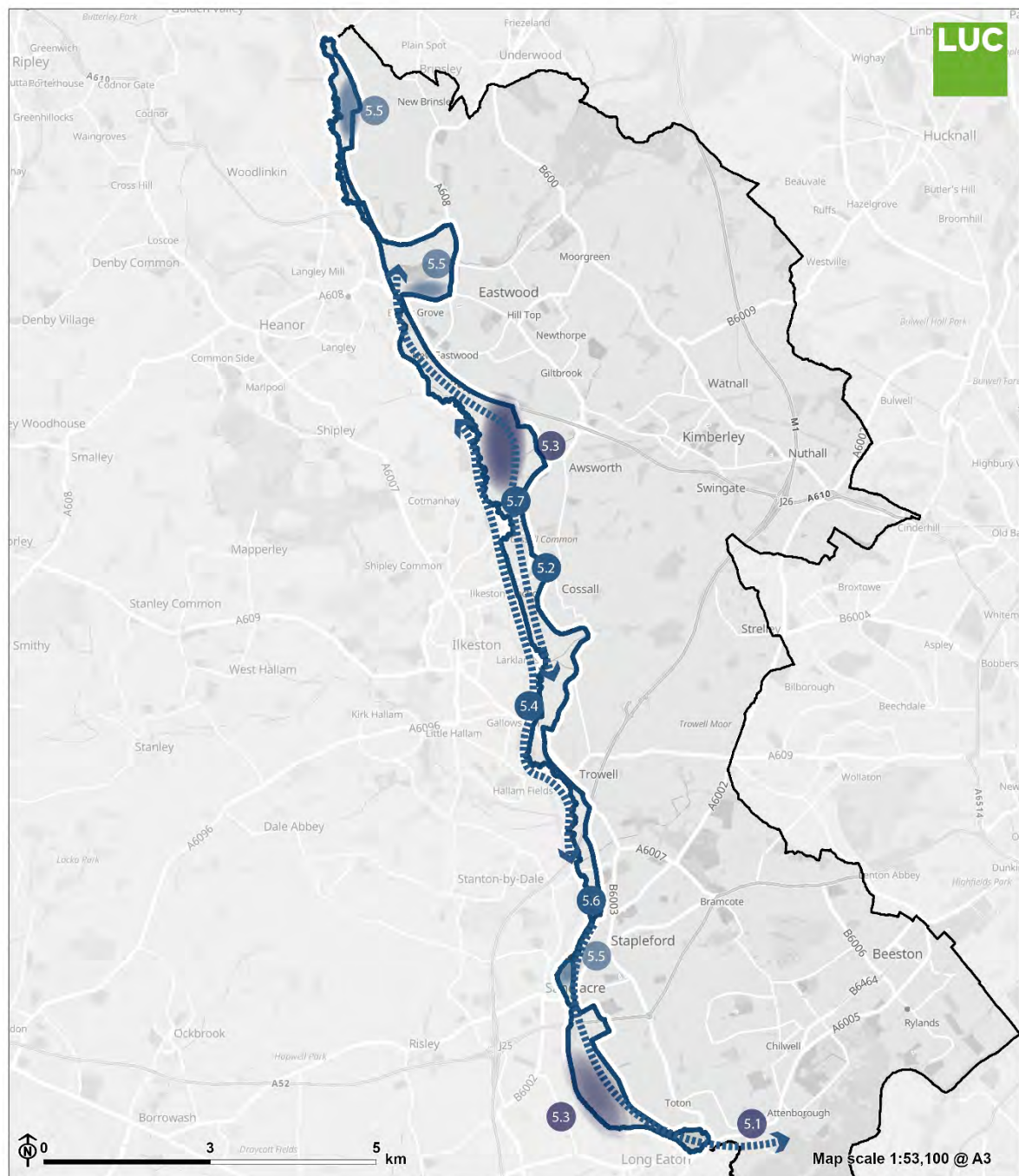


Figure 5.5: Erewash Valley

- Broxtowe Borough
- BGI zone**
- Erewash Valley



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River Trent Corridor BGI Zone

Table 5.2 f: Action plan – River Trent Corridor BGI Zone

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
6.1	Priority action: Enhance the network of wet woodland at Attenborough Nature Reserve and at land bordering the River Trent.	Working in conjunction with Nottinghamshire Wildlife Trust, deliver tree planting initiatives and review existing landscape management approaches with the aim of establishing additional areas of wet woodland (including black poplar). The proposals should seek to retain the condition of wet woodland habitat within a favourable condition, as identified within the citation details for Attenborough Gravel Pits SSSI. Undertake a study to review the proposed siting of areas of tree planting, with the aim of maximising carbon sequestration, natural flood management and diversity of habitat.	Broxtowe Borough Council; Nottinghamshire Wildlife Trust; Canal and River Trust Environment Agency; Natural England (to be consulted as part of works to Attenborough Gravel Pits SSSI).	Payments for ecosystem services (including off-site BNG); Environmental Land Management schemes (ELMs); S106 / CIL; Grant funding; Public funding	Low - Medium
6.2	Priority action: Establish reed beds on outfalls at Toton Sewage Works	Commission a feasibility study and design proposals to examine the potential for establishing reed beds to address water quality issues and the ‘unfavourable’ condition of areas of standing open water at Attenborough Gravel Pits SSSI. Potential partnership working with Severn Trent Water to be explored.	Broxtowe Borough Council; Nottinghamshire Wildlife Trust; Severn Trent Water; Environment Agency; Natural England (to be consulted as part of works to Attenborough Gravel Pits SSSI).	S106 / CIL; Grant funding; Public funding	Low
6.3	Priority action: Enhance the network of nature-based solutions, including wetlands and riparian vegetation, to improve resilience and adaptation to flooding.	Detailed ecological assessments should identify priority areas for nature-based solutions. Explore the opportunity to tie in with the Thriving in the Wilder Trent initiative, managed by Nottinghamshire Wildlife Trust. Natural flood management interventions to supplement the existing engineered flood protection associated with the Environment	Broxtowe Borough Council; Nottinghamshire Wildlife Trust; Severn Trent Water; Environment Agency;	Payments for ecosystem services (including off-site BNG); Environmental Land Management schemes (ELMs);	Low - Medium

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
		Agency's Nottingham Left Bank Flood Alleviation Scheme should also be explored. Funding applications should be prepared, targeting SuDS and nature-based solutions funding streams. Local landowners, such as floodplain owners, farmers, and stakeholders should be consulted to secure support for tree planting and floodplain reconnection.	Natural England (to be consulted as part of works to Attenborough Gravel Pits SSSI). Community groups Schools / youth groups	S106 / CIL; Grant funding e.g. Species Survival Fund; Public funding	
6.4	Explore the potential to create new interconnected floating reedbeds and improved management of existing reedbeds to benefit breeding bitterns within and around Attenborough Nature Reserve.	Working alongside Nottinghamshire Wildlife Trust, commission a feasibility study and design proposals aimed at establishing additional floating reed beds. Review the success of the floating reed beds established as part of the Environment Agency's Nottingham Left Bank Flood Alleviation Scheme to inform the proposed approach to design and delivery. Undertake comprehensive consultation with Natural England.	Broxtowe Borough Council; Nottinghamshire Wildlife Trust; Canal and River Trust; Environment Agency; Natural England (to be consulted as part of works to Attenborough Gravel Pits SSSI).	Payments for ecosystem services (including off-site BNG); Environmental Land Management schemes (ELMs); S106 / CIL; Grant funding; Public funding	Low - Medium
6.5	Enhance the corridor of the River Trent as a recreational resource	Introduce localised improvements to the condition of the PRoW network to provide linkages to the Trent Valley Way long distance footpath. Install educational signage to communicate the sensitivity of the surrounding habitats to the public. Consult with local communities to determine 'buy-in' and gain understanding of where footpath connections and improvements are most required. This includes understanding where there may be barriers for preventing inclusive use for all. Promotional material and signage should highlight where there is access to the river.	Broxtowe Borough Council; Nottinghamshire County Council	Payments for ecosystem services (including off-site BNG); Environmental Land Management schemes (ELMs); S106 / CIL; Grant funding; Public funding	Medium

Reference	Name of action	Target for 2025 - 2030	Potential delivery partner(s)	Delivery mechanism(s)	Indicative cost
6.6	Introduce a programme of future tree planting within Beeston Rylands to address inequitable access to trees, as identified by the Tree Equity Score.	Undertake feasibility surveys to ascertain areas best suited for the intervention, including appropriate species selection. Engage with the local community to establish 'buy-in' and prioritise sites for the delivery of tree planting.	Broxtowe Borough Council; Landowners; Residents and community groups Schools / youth groups	S106 / CIL; Grant funding; Public funding	Medium
6.7	Implement a programme of invasive species works as an approach to control the establishment and spread of Himalayan Balsam along the River Trent.	Complement existing work currently being undertaken to target the control of invasive species along the River Trent. Works should be undertaken at a catchment scale and in collaboration with other landowners along the River Trent, working from the river source downstream to prevent further spread from upstream sources.	Broxtowe Borough Council Landowners Local community groups	S106 contributions Grant funding Local authority environmental funding CSR contributions	Low

Figure 5.6: River Trent Corridor BGI Zone

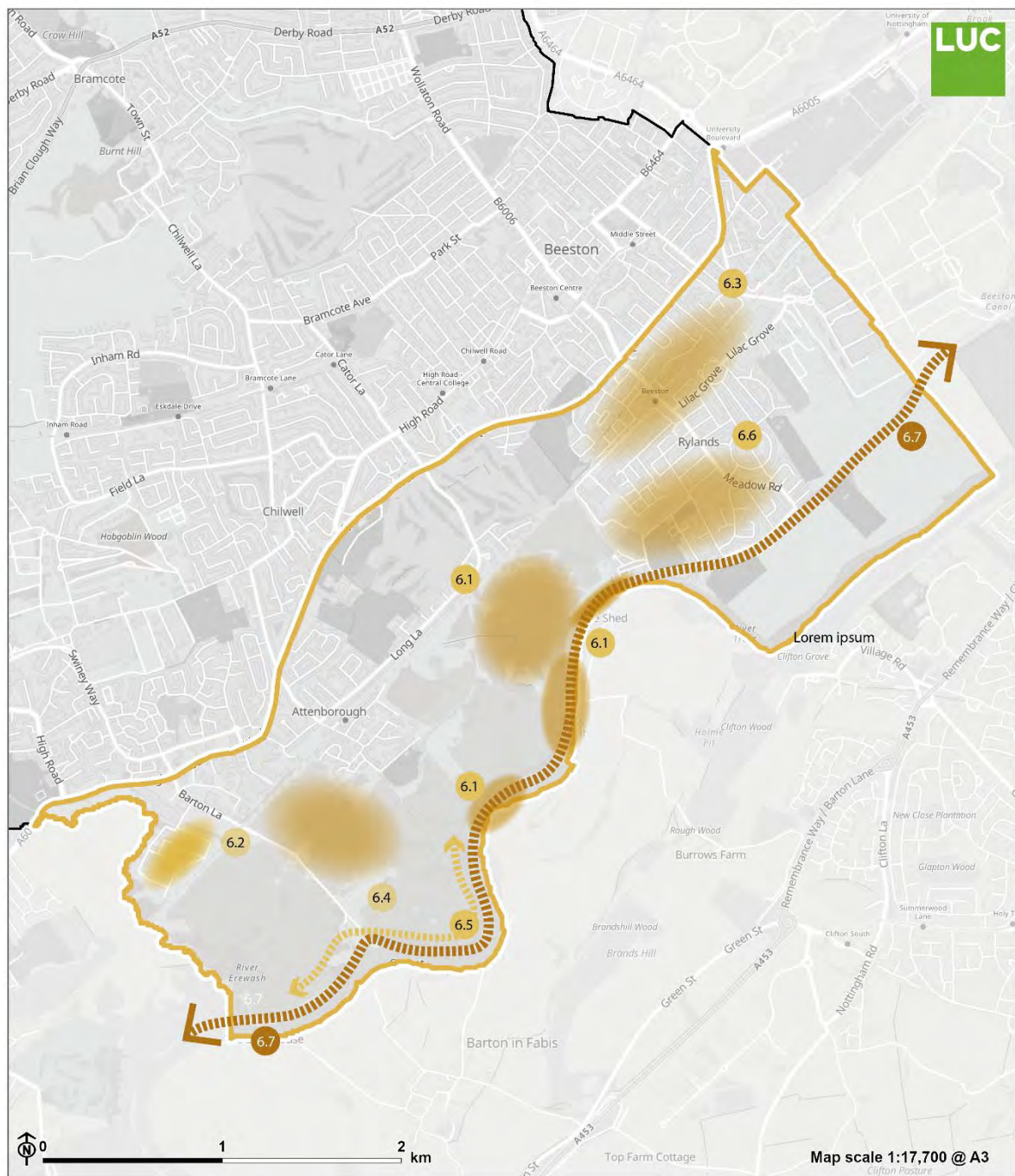


Figure 5.6: River Trent Corridor

- Broxtowe Borough
- BGI zone
- River Trent Corridor



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Appendix A

Policy Context

A.1 This appendix covers all relevant policy and legislation at national, regional and local level. This includes existing policies and legislation as well as new plans and strategies likely to be developed during the lifespan of the BGI Strategy.

National

National Planning Policy Framework (NPPF) (2024)

A.2 The NPPF (updated December 2024) [\[See reference 56\]](#) emphasises the importance of placing green infrastructure (GI) at the heart of plan making, reinforcing the value of taking a strategic approach to maintain and enhance networks of GI, and planning for the enhancement of natural capital at a catchment or landscape scale across local authority boundaries (Paragraph 188). GI is identified as a tool to help meet the challenge of climate change, notably in relation to incorporating GI and sustainable drainage within new development (Paragraph 164) and to promote healthy, inclusive and safe communities (Paragraph 96).

A.3 Paragraph 103 of the NPPF states that ‘access to a network of high-quality open spaces and opportunities for sport and physical activity is important for the health and wellbeing of communities and can deliver wider benefits for nature and support efforts to address climate change. Planning policies should be based on robust and up-to-date assessments of the need for open space, sport and recreation facilities (including quantitative and qualitative deficits and surpluses) and opportunities for new provision. Information gained from the assessments should be used to determine what open space, sport and recreational provision is needed, which plans should then seek to accommodate.

A.4 Paragraph 104 states that: ‘existing open space, sports and recreational buildings and land, including playing fields and formal play spaces, should not be built on unless:

- an assessment has been undertaken which has clearly shown the open space buildings or land to be surplus to requirements; or
- the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or

- the development is for alternative sports and recreational provision, the benefits of which clearly outweigh the loss of the current or former use’.

A.5 The NPPF also provides a mechanism by which local authorities can protect some open spaces through ‘Local Green Space’ designations (Paragraph 107). Policies and decisions for managing development within a Local Green Space should be consistent with national policy for Green Belts (paragraph 108).

Levelling Up and Regeneration Act (2023)

A.6 The Levelling Up and Regeneration Act received Royal Ascent in October 2023, resulting in significant changes to the planning system. Regarding the provision of BGI the following changes are important:

- Requirements for design codes to accompany Local Plans;
- Strengthening protection of the historic environment through the planning system, including giving registered parks and gardens the same statutory protection as conservation areas; and
- Placing more weight on neighbourhood plans in decision making.

Environment Improvement Plan (EIP) (2023)

A.7 The EIP builds on the 25 Year Environment Plan vision and sets out how government, landowners, communities and businesses can deliver goals for improving the environment, aligned with interim targets to measure progress. The delivery of GI will contribute to the delivery of several of the updated targets the EIP sets against the 25YEP’s 10 goals. The headline targets within the EIP which GI will contribute to include:

- Restoring and enhancing habitats;
- Improving air quality by tackling NO₂ hotspots;
- Contributing to climate change mitigation and adaptation;
- Reducing flood risk;
- Meeting greenspace access targets ensuring everyone has access to greenspace within a 15-minute walk of their home; and
- Improving active travel and increasing the number of journeys cycled or walked to 50%.

Environment Act (2021)

A.8 The Environment Act requires the development of targets by government to enact change, and drive a landscape-scale, network-led response. The Act addresses four 'priority areas' of air quality, water, biodiversity and resource efficiency / waste reduction. The legislation also outlines the requirement for a minimum 10% Biodiversity Net Gain (Biodiversity Net Gain). In addition, the Act includes a duty on local authorities to review every five years all policies regarding nature conservation.

UK 25 Year Environment Plan (25YEP) (2018)

A.9 The 2018 25YEP sets the direction for the Environment Act, including long-term targets for environmental improvement. It includes a commitment to a national GI framework, a network of 'nature recovery areas' and to embed the principle of 'environmental net gain' to development (see later subheadings). These emerging approaches will become established during the lifespan of this Strategy. The 2023 Environmental Improvement Plan builds on the 25YEP vision, setting out how government, landowners, communities and businesses should deliver each goal for improving the environment. This is matched with interim targets to measure progress.

Regional

Draft Greater Nottinghamshire Strategic Plan (2024)

A.10 The Greater Nottinghamshire Planning Partnership comprises Broxtowe Borough, Nottingham City and Rushcliffe Borough Council. The Partnership is currently in the process of undertaking a review of their Aligned Core Policies, with the publication of the Regulation 19 Draft Greater Nottingham Strategic Plan **[See reference 57]** published in Autumn 2024.

- Spatial Objective 11 'protecting and improving natural assets' focuses on improving and providing BGI by enhancing and developing the network of multi-functional green spaces for the benefit of people and wildlife. It is supported by Policy 16: Blue and Green Infrastructure, Parks and Open Space and Policy 17: Biodiversity which set out requirements for BGI and biodiversity.

Draft Biodiversity Net Gain Supplementary Planning Document (2024) (emerging)

A.11 Nottinghamshire County Council are currently consulting on their Draft BNG Supplementary Planning Document (SPD) [\[See reference 58\]](#). It sets out guidance for the delivery of biodiversity enhancement in line with national statutory requirements for all development, unless exempt, to deliver 10% BNG. The SPD sets out local principles and priorities for BNG in Nottinghamshire including signposting relevant guidance, setting out validation, determination and post-determination requirements, and identifying key plans and strategies to inform the delivery of BNG priorities, including the emerging LNRS.

A Biodiversity Net Gain Framework for Nottinghamshire and Nottingham (2024)

A.12 This regional BNG framework [\[See reference 59\]](#) was produced collaboratively by the Environment Agency, Natural England, Nottinghamshire Biodiversity Action Group, Nottinghamshire Wildlife Trust, and constituent local authorities. It sets out a vision for meeting the aims of the Nottinghamshire Biodiversity Action Plan and delivering exemplary BNG in the region. While the statutory minimum BNG requirement is 10%, this partnership and framework sets out that it will encourage developments to provide a higher minimum of 20% BNG where possible, taking account of evidence and viability considerations.

A.13 The framework sets out ten over-arching principles for delivering BNG. It also sets out other considerations relevant to BNG in Nottinghamshire including key priorities, pre-application advice, use of the BNG metric, measuring significant on-site enhancement, assessing strategic significance (including signposting LNRS), off-site compensation, approaches for delivering the right habitat in the right place, BNG validation and determination requirements, and associated guidance and tools.

Greater Nottingham Blue-Green Infrastructure Strategy (2022)

A.14 The Greater Nottingham Planning Partnership produced a regional-level BGI strategy [\[See reference 60\]](#) to inform the preparation of the Greater Nottingham Strategic plan and the development of policies and plans within it. The plan sets out ten key priorities for BGI, key national and local planning priorities, and regional and local BGI initiatives. Across the Greater Nottingham region, the Strategy identifies:

- 'Primary Strategic Networks' which have regional or sub-regional significance (such as the Trent Valley or the Erewash Canal / river Erewash);

- 'Secondary Strategic Networks' which may have significance due to their connectivity with the primary network, provision of cross-boundary links between neighbouring authorities, importance for outlying settlements/wider rural areas, or other strategic importance due to their land use, connectivity or function.
- 'Urban Fringe GI Enhancement Zones' surrounding the main urban area of Nottingham. These zones are identified to represent a significant resource for urban communities and already experience urban edge pressures.
- 'Local / Neighbourhood Networks' generally connect local communication within settlements or urban areas or provide links to other areas of the BGI network.
- 'Biodiversity Opportunity Areas' are based on the existing ecological network, including biodiversity focal areas and existing areas of connectivity.

Nottinghamshire Local Biodiversity Action Plan

A.15 Nottinghamshire Biodiversity Action Group produced a Local Biodiversity Action Plan (LBAP) [See reference 61] which sets out the overall goal for conserving and enhancing the County's unique variety of wild species and natural habitats, to contribute to the conservation of both UK and global biodiversity. It sets out three key objectives for delivery of the LBAP:

1. To conserve and where appropriate to enhance Nottinghamshire's unique variety of wild species and natural habitats, in particular: a) internationally and nationally important species and habitats; b) species and habitats that are characteristic of Nottinghamshire and its distinctive Regional Character Areas (section 3.4); and c) species and habitats that are rare or threatened in the County.
2. To increase public awareness of, and involvement in, conserving biodiversity.
3. To contribute to biodiversity conservation on a national, European and global scale.

A.16 The LBAP sets out threats, issues and opportunities in Nottinghamshire, generic actions for biodiversity, implementation and monitoring measures, Habitat Action Plans for the County's various habitats and Species Action Plans for priority species.

Local Nature Recovery Strategy (LNRS) for Nottinghamshire (emerging)

A.17 LNRSs are an England-wide system of spatial strategies introduced by the Environment Act 2021. Nottinghamshire County Council is developing an LNRS which seeks to help reverse the decline of nature in the county and help to deliver Biodiversity Net Gain (BNG) locally. The final LNRS for Nottinghamshire is expected to be published in Autumn 2025 [\[See reference 62\]](#).

Severn Trent Gateway Strategy (2020)

A.18 The EA and partnerships produced a strategic landscape vision and masterplan for the Trent Gateway [\[See reference 63\]](#), covering a 75km length of the river Trent between Erewash and Newark. The Trent Gateway Strategy aims to deliver a functioning watercourse that reduces flood risk, creates and connects habitats, and complements the aims of a range of stakeholders, while supporting sustainable growth and local economic priorities. The Strategy identifies both larger-scale strategic opportunities for the Trent Gateway, as well as smaller scale projects targeting local habitats, species and recreational opportunities. The strategic objectives for the river Trent corridor are to:

- Achieve a natural, functioning and healthy river through creation of a high-quality and well-connected environment.
- Bring key partners together to align initiatives that achieve multiple outcomes and transform the river in the most sustainable and relevant way.
- Pro-actively coordinate and influence activities to develop opportunities and set an agenda for future change.

A.19 Of key relevance to Broxtowe Borough, identified interventions include:

- Improved access and interpretation within Attenborough Nature Reserve to maintain and increase usage by a wider population leading to improved wellbeing and health. Attenborough Nature Reserve is identified as a key case study and one of the most important sites for wildlife in the East Midlands. It is also a key resource for the community and visitors.
- Wetland habitat creation / enhancement along the river Trent including enhanced wetland habitat creation to reinforce GI along the river Erewash leading to Toton Fields Nature Reserve.

- Improve surfacing and seating provision along the 'Big Track', linking Beeston Marina to Victoria Embankment in Nottingham, to improve accessibility and encourage increased usage.

6Cs Green Infrastructure Strategy (2010)

A.20 The 6Cs GI Strategy [See reference 64] provides an evidence base of data and information for the regional context. The document is comprised of a strategic framework and action plan. The '6Cs' refer to the 3 cities and 3 counties that make up the study area Derby; Leicester; Nottingham; Derbyshire; Leicestershire; and Nottinghamshire. The document identifies existing GI assets, and the strategic infrastructure needs of the region and identifies opportunities for enhancing connectivity of the natural greenspace network across the region Strategic GI Network, informing the preparation of the previous Broxtowe Borough Council GI Strategy.

Borough

Adopted Greater Nottingham Aligned Core Strategies Part 1 Local Plan: Core Strategy (2014)

5.6 The Aligned Core Strategy [See reference 65] forms part of the adopted Broxtowe Local Plan and sets out the vision, objectives, spatial strategy and strategic policies for the Borough up to 2028. Neighbouring councils have worked together to ensure that core planning policies are consistent across Greater Nottingham. The Core Strategy covers:

- **Section A: Sustainable Growth** reinforces the presumption in favour of sustainable development, contained within NPPF, ensuring that development proposals are considered against the core policies related to climate change, strategic spatial growth, the Green Belt, employment provision and economic development, town and local centres, and regeneration priorities.
- **Section B: Places for People** sets out the principles of good development relating to housing provision, design principles, the historic environment, local services and healthy lifestyles, culture, tourism and sport, travel demands and transport infrastructure priorities.
- **Section C: Our Environment** sets out priorities for the environment and biodiversity in a strategic and comprehensive way, including Policy 16: 'Green Infrastructure, Parks and Open Space' which supports the delivery, protection

and enhancement of GI through a network of regional and sub-regional GI corridors and assets.

Adopted Broxtowe Part 2 Local Plan 2018 - 2028 (2019)

A.21 BCC adopted the Part 2 Local Plan in 2019 [\[See reference 66\]](#). It sets out specific site allocations required to meet the housing need, as set out in the Core Strategy, as well as Borough level planning policies. Of key relevance to the delivery of BGI in the Borough:

- Site allocation policies include site-specific considerations and requirements for proposals, including key site sensitivities, infrastructure requirements and contributions to the strategic GI network.
- Policy 27: Local Green Space allocates the field off Cornwall Avenue, Beeston Rylands, as Local Green Space, in accordance with NPPF.
- Policy 28: Green Infrastructure Assets sets out requirements for proposals likely to lead to increased use of any GI asset in the Borough. Proposals are required to take reasonable opportunities to enhance these assets.
- Policy 29: Biodiversity Assets sets out the requirements for biodiversity net gain and contributions to the Borough's ecological network.

Reduction of Carbon in New Development: Supplementary Planning Document (2024)

A.22 Broxtowe Borough Council and Nottingham City Council have produced this joint SPD [\[See reference 67\]](#) to provide detailed advice and guidance for new development in meeting low carbon requirements through improving energy efficiency and sustainable construction. Of relevance to the delivery of BGI in the Borough, the SPD sets out best practice guidance related to:

- The Urban Heat Island Effect (UHIE) including suggested mitigation measures, and the requirement for applicants to demonstrate they have incorporated measures to combat UHIE.
- Incorporating green roofs to mitigate heat gain.
- Incorporating trees for shading and green spaces into development to increase biodiversity, reduce overheating and promote outdoor recreation.

Broxtowe Borough Council Corporate Plan 2024 – 2029 (2019)

A.23 The Corporate Plan [\[See reference 68\]](#) sets the vision for the Borough to be a ‘greener, healthier Broxtowe where everyone prospers’. It sets out aims and priorities for the Borough in relation to housing, the environment, business growth, community safety, leisure and health, and communications and engagement. Relevant to the delivery of BGI in the Borough, the Plan sets out ambitions for:

- Reducing carbon emissions and improving air quality including working with stakeholders to create climate resilience against extreme weather events (such as against flooding through measures such as sustainable urban drainage).
- Investing in parks and open spaces, including enhancing BGI corridors and ensuring biodiversity net gain positively enhances the environment.
- Promoting active and healthy lifestyles in every area of Broxtowe Borough.
- Improving public safety including the public realm and cycle security infrastructure.

Broxtowe Economic Development and Regeneration Strategy 2022 – 2028 (2024)

A.24 The Broxtowe Economic Development and Regeneration Strategy [\[See reference 69\]](#) sets out the strategic direction for future activity that will support the local economic and improve the prosperity and wellbeing of Broxtowe Borough, without compromising the environment. Of key relevance to the delivery of BGI in the Borough, points of the 10-point framework of the strategy include:

- 2) Deliver place-making and sustainable town centres: Help town centre businesses and services adapt to changing consumer demands and patterns, alongside the need for digital transformation. Place-making, pedestrian improvements and the expansion of markets across the Borough are part of this aim to maintain and improve footfall, improve perceptions, and drive tourism and the visitor economy.
- 4) Develop sustainable and active green travel around the Borough: Work with residents, businesses and specialised organisations to encourage greater uptake of sustainable methods of transport, such as public transport, cycling, other forms of non-motorised users and walking.

A.25 The Strategy sets out key priorities for supporting town centres in the Borough as economic, social and cultural hubs. The ‘K.E.B.S+ (Kimberley, Eastwood, Beeston and Stapleford) approach aims to keep the Borough’s main towns vibrant,

prosperous and adaptable. The ‘+’ reflects that objectives must also reflect challenges and opportunities in the Borough’s other neighbourhoods and economic hinterlands.

A.26 The Strategy sets out major projects committed to take place in the Borough, provides a SWOT analysis and lists other relevant local strategies for investment, development, the visitor economy, health and wellbeing, and business.

Broxtowe Climate Change and Green Futures Strategy 2023 – 2027 (2024)

A.27 The Climate Change and Green Futures Strategy [\[See reference 70\]](#) sets out the plan protecting the environment for the future of Broxtowe Borough. This includes three key priorities relevant to the delivery of BGI:

- Reduce carbon emissions and improve air quality; and
- Continue to invest in our parks and open spaces.

A.28 The Strategy sets out strategic aims for the Borough, organised by ten themes. Of key relevance to the delivery of BGI in the Borough:

- 1) Climate Strategy:
- 2) Transport and Travel
 - Improve air quality
 - Raise awareness and influence behaviour change to increase uptake of active travel options.
- 7) Natural Environment
 - Identify opportunities to enhance biodiversity across the Borough.
 - Maximise opportunities through Biodiversity Net Gain.
 - To establish a sequestration value for the Council’s natural assets using an appropriate methodology.
 - To continue to work with relevant stakeholders in order to bring about improvements in local air quality.
- 8) Communities
 - Support Town/Parish Councils and local community groups to take climate action.

- Formulate appropriate climate adaptation strategies to support health and wellbeing.
- Develop a green social prescribing model in Broxtowe Borough.

Tree Management Strategy 2023 – 2027

A.29 The Council's first Tree Management Strategy [\[See reference 71\]](#) was adopted in 2023 and sets out a proactive approach to the management of the Council's own trees. It aims to enhance and safeguard the environment, establish green spaces and effectively mitigate against the impacts of climate change. The strategy includes key objectives to improve landscape enhancement, biodiversity, physical environmental benefits, climate change mitigation and adaptation, and delivery of health and wellbeing benefits in the Borough.

Neighbourhood

A.30 Several local communities are currently in the process of preparing Neighbourhood Plans, which once 'made' will sit alongside the Local Plan and take precedence over non-strategic policies. The following Neighbourhood Plans have been adopted and so form part of the Development Plan for their respective neighbourhoods:

- **Awsorth Neighbourhood Plan 2015 – 2030** (adopted 2021) [\[See reference 72\]](#). Key objectives and policies of relevance include:
 - Policy GI 1: Green and Blue Infrastructure Network
 - Policy GI 2: Local Landscape Character Areas
 - Policy GI 3: Biodiversity
 - Policy GI 4: Designated Local Green Spaces
 - Policy GI 5: Local Woodlands, Tree Belts and Hedgerows
- **Chetwynd Neighbourhood Plan 2020 – 2040** (adopted 2024) [\[See reference 73\]](#). Key policies of relevance include:
 - ENV01: Local Green Space
 - ENV02: Natural Environment
 - ENV03: Green and Blue Infrastructure Requirements
 - INF02: Active Travel

- **Cossall Neighbourhood Plan 2022 – 2037** (adopted 2024) [\[See reference 74\]](#). Key policies of relevance include:
 - Policy 2: Protecting landscape character
 - Policy 3a: Protecting and enhancing blue and green infrastructure
 - Policy 3b: Protecting and enhancing biodiversity
- **Nuthall Neighbourhood Plan 2015 – 2030** (adopted 2018) [\[See reference 75\]](#). Key objectives and policies of relevance include:
 - Policy 4: New and Enhanced Green Infrastructure Network.

Appendix B

Developer Checklist

B.1 The following checklist for development provides a concise set of questions related to BGI provision within new development. These can act as a guide for both developers and decision-makers, ensuring that BGI is considered from the beginning of the design process.

B.2 It is recommended that developers complete and submit a copy of this checklist with their planning application stating whether or not each requirement has been met and providing further information or justification where necessary.

BGI Developer Checklist

Understanding the site and wider context

Table B.1: BGI Developer Checklist

Checklist	Yes / No / Not Applicable	Additional Information / justification
Has the BGI Strategy been reviewed to identify any specific opportunities in the specific BGI zone or within the vicinity of the development?		
Is the development masterplan landscape-led (meaning it is context-driven by an understanding of the surrounding landscape character and main BGI features on and surrounding the site and have these been integrated into the earliest stages of design)?		
Has the project team directly engaged with local stakeholders with regards to BGI plans, including the Council as local planning authority and the local community?		
Does the development proposal result in loss or fragmentation of the BGI network?		

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Checklist	Yes / No / Not Applicable	Additional Information / justification
Does the development prejudice the retention, use, enhancement, or further development of the BGI network?		
Has long-term stewardship of BGI been discussed at the earliest stages of design, to ensure stewardship in perpetuity? Have delivery partners been identified?		

Ensuring BGI is protected, enhanced and incorporated into design

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Table B.2: BGI Developer Checklist

Checklist	Yes / No / Not Applicable	Additional Information / justification
Does the development considered the Headline Standards of the Natural England Green Infrastructure Framework ?		
Has the development proposal considered the Building with Nature standards?		

Improved water management

Table B.3: BGI Developer Checklist

Checklist	Yes / No / Not Applicable	Additional Information / justification
Have opportunities to improve water quality and natural flood management on the development site and in the wider catchment been considered? Do the proposed measures provide an important contribution to Flood Risk Management and Water Framework Directive objectives for each watercourse ?		
Have high quality Sustainable Drainage Systems (SuDS) considered at the earliest stages of concept planning and selected for site characteristics (topography, ground conditions, surface water runoff destination, and character of the setting) integrated into the development which maximise multi-functional benefits including water quality and recreational access?		

Nature-rich and beautiful

Table B.4: BGI Developer Checklist

Checklist	Yes / No / Not Applicable	Additional Information / justification
Has the proposal evidenced how the development strengthens habitat connectivity opportunities within the site and the wider area, including those identified in the emerging Nottinghamshire Local Nature Recovery Strategy ?		
Has the site layout and design been oriented to maximise opportunities for improved habitat linkages and enhancement of adjacent / nearby wildlife assets and networks?		
Does the design prioritise the retention of existing trees, woodlands and hedgerows? Are any losses adequately compensated?		
Do BGI proposals follow the mitigation hierarchy to approach habitat and species protection and creation, and do they deliver an enhancement of biodiversity (i.e. 10% Biodiversity Net Gain)?		

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Active and healthy

Table B.5: BGI Developer Checklist

Checklist	Yes / No / Not Applicable	Additional Information / justification
Does the scheme connect effectively into the wider walking and cycling networks and greenways, so that people of all ages and abilities can access important daily destinations (including schools, shops and leisure centres) without a private car?		
Are walking and cycling routes attractive and integrated with BGI assets of all scales?		
Have opportunities to enhance education and interpretation of BGI been explored?		
Are play areas multi-functional, nature-based, inclusive and accessible?		
Has the scheme considered the provision of designated space to enable effective community growing with appropriate environmental considerations in terms of aspect, shelter, drainage and soil provision?		
Has the development been designed to minimise disturbance and protect amenity against noise and air quality?		

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Have access routes been designed in accordance with the Equality Act 2010 (where possible) and open space enhancements taken account of the Sensory Trust’s ‘By All Reasonable Means’ guidance		
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Resilient and climate-positive

Table B.6: BGI Developer Checklist

Checklist	Yes / No / Not Applicable	Additional Information / justification
Does the development deliver multi-functional BGI which effectively integrates opportunities for climate change mitigation and adaptation, including flood risk and urban heating?		
Does the proposal ‘make space for water’ through the delivery of new BGI to sustainably manage flood risk for the duration of the anticipated lifespan of the development? Has an allowance for climate change been made in line with Environment Agency guidance?		

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Thriving and prosperous

Table B.7: BGI Developer Checklist

Checklist	Yes / No / Not Applicable	Additional Information / justification
Does the development seem to retain, protect and incorporate existing landscape / townscape and cultural heritage features as part of BGI proposals?		
Does the development deliver high-quality design and an attractive environment with a distinctive sense of place?		

Planning submission

Table B.8: BGI Developer Checklist

Checklist	Yes / No / Not Applicable	Additional Information / justification
Has a BGI Plan been prepared (as a standalone document or incorporated into the Design and Access Statement)? Does it set out how BGI is managed, maintained and monitored within the development, for a period of at least 30 years?		

Checklist	Yes / No / Not Applicable	Additional Information / justification
Does the development comply with the relevant Local Plan policies?		

Appendix C

Glossary

Air Quality Management Area: a geographical area declared by a local authority where air quality does not meet the government's national air quality objectives for the presence of different pollutants such as benzene, nitrogen dioxide, particulate matter and sulphur dioxide.

Biodiversity: the variety of plants and animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity. Biodiversity has value in its own right and has social and economic value for human society.

Biodiversity Net Gain: a key mechanism developed by the UK Government to contribute to the recovery of nature while developing land. It will ensure that there is a net gain in habitat value after development. It is a requirement under the 2021 Environment Act that all local planning authorities will be required to set requirements for BNG in new developments, with an increase of at least 10%, for a minimum legacy period of 30 years.

Blue and green infrastructure: network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities, and prosperity.

Blue infrastructure: various natural water assets such as ponds, lakes, streams, rivers, and stormwater systems.

Carbon sequestration: a natural or artificial process by which carbon dioxide is removed from the atmosphere and stored.

Ecosystem services: are all of the processes and outputs that well-functioning ecosystems provide us with. These can be split into provisioning services (such as food, water and fuel). Regulating services (such as clean air or flood management), supporting services (such as healthy soils and spaces for wildlife) and cultural services (such as health and wellbeing and knowledge and learning).

Flood zones: dataset produced by the Environment Agency, showing the extent of land currently at risk of flooding from rivers and the sea, ignoring the benefits of defences.

Green roofs: a roof of a building that is partially or completely covered with vegetation.

Green walls: walls which are partially or completely covered in vegetation.

Landscape character: a distinct pattern or combination of elements that occurs consistently in a particular landscape and make one landscape different from another.

Local Nature Recovery Strategy (LNRS): new system of spatial strategies for nature, introduced in the Environment Act 2021.

Local Wildlife Site (LWS): non-statutory, locally-designated sites of importance for nature conservation.

Natural England GI Framework: best practice national guidance following a commitment in the Government's 25 Year Environment Plan to support the greening of towns and cities and connections with the surrounding landscape as part of the Nature Recovery Network. The Natural England GI Framework comprises the following elements:

- Green Infrastructure Principles;
- Green Infrastructure Standards;
- Green Infrastructure Mapping;
- Green Infrastructure Planning and Design Guide; and
- Green Infrastructure Process Guide and Journeys.

Natural Flood Management: uses natural processes to protect, restore and mimic the natural functions of river catchments, floodplains and the coast to slow and store water with the aim of reducing the risk of flooding. It includes methods such as woodland planting, floodplain wetland restoration and improved soil and land management.

Pocket parks: small outdoor public space, no more than 0.4ha, but mostly smaller, located in an urban area.

Public Rights of Way (PRoW): a route over which the public have a right to pass and repass. The route may be used on foot, on (or leading) a horse, on a pedal cycle or with a motor vehicle, depending on its status. Although the land may be owned by a private individual, the public may gain access across that land along a specific route.

Site of Special Scientific Interest (SSSI): a conservation designation notified under the Wildlife and Countryside Act 1981, denoting a protected area in the United Kingdom, designated due to special interest in its flora, fauna, geological or physiographical features. They are protected by law to conserve their wildlife or geology.

Sustainable drainage systems: use of sustainable drainage techniques and the management of surface water run-off from buildings and hardstanding in a way that reduces the total volume, flow and rate of surface water that runs directly into drains and sewers.

Urban Greening: the incorporation of BGI into public streets and spaces, including tree-planting and landscaping.

Urban heat island: the height of buildings and their arrangement means that while more heat is absorbed during the day, it takes longer to escape at night. The temperature difference is usually larger at night than during the day. The Urban Heat Island effect is noticeable during both the summer and winter months.

Water Framework Directive: mechanism for assessing and managing the water environment through the classification and reporting of water body ecological status. Thresholds and further information are provided in the [Surface water status](#).

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Landscape Management / Ecology / Historic Environment / GIS & Visualisation

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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 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 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 considering 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:	Executive Director	Title of the Lead Officer responsible for EIA	Assistant Director – Environment Services
Name of the policy or function to be assessed:		Blue/Green Infrastructure Strategy.	
Title of the Officer undertaking the assessment:		Assistant Director – Environment Services.	
Is this a new or an existing policy or function?		This is a refresh of an existing strategy.	
1. What are the aims and objectives of the policy or function? The overarching aim of the Blue Green Infrastructure Strategy is to guide the planning of a network of multifunctional blue and green networks within the borough, helping to deliver a range of environmental, economic and societal benefits. The document underpins wider objectives of the Council, bringing together policies and strategic goals influencing decision making and direction.			
2. What outcomes do you want to achieve from the policy or function? • Improved Biodiversity • Climate resilience and Sustainability • Enhanced accessibility and inclusivity • Community engagement and wellbeing. • Informed Planning and Decision Making.			
3. Who is intended to benefit from the policy or function? Everyone who lives or works in the Borough of Broxtowe.			
4. Who are the main stakeholders in relation to the policy or function? • Members • General Management Team (GMT) • Employees in the Council • Residents • Nottinghamshire County Council			

- Nottinghamshire Wildlife Trust
- Environment Agency

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

The median age of the population in Broxtowe is 43 years, higher than the average for the East Midlands (41 years) and England (40 years). Between 2011 and 2021 the population aged between 65 and 74 increased by 19%. 18.3% of residents in the Borough identify as being disabled.

The Indices for Multiple Deprivation identify pockets of deprivation within the Health and Disability domain, including within parts of Chilwell West and Eastwood Hilltop and Eastwood St Mary's, which are in the 20% most deprived areas nationally.

The sensitivity layer in the *ClimateJust* mapping identifies populations most susceptible to climate change based on their health and ages. Areas of Beeston, a pocket of north-west Stapleford and land bordering the A610 in Eastwood are described as exhibiting an acute sensitivity to climate change within the Borough.

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

Accessible greenspace in Broxtowe includes parks and gardens, informal amenity space, playing pitches and natural greenspaces. The Borough includes a total provision of 572 hectares, equating to 5.16 hectares per 1,000 of the population. Natural England recommends that local authorities have at least three hectares of publicly accessible green space per 1,000 of the population. Accessible green space offers spaces for physical activity, an enhanced connection with nature and opportunities for social connection which can improve wellbeing.

There are over 210 km of Public Rights of Way (PRoW) within the Borough, with particularly dense networks located at Brinsley, Eastwood and Kimberley. A high density of PRoW is also evident crossing the landscape immediately south the A610 corridor, stretching southwards to Cossall. These routes promote physical activity including walking, running and cycling. Many of these follow field boundaries, railway lines and water courses, and allow people to access the wider rural landscape.

The Play Strategy 2025 will be revised in the next year, alongside a development programme, that will include accessible, inclusive facilities and engaging activities tailored at children and young people.

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

The stakeholder consultation process for the revised Blue/Green Infrastructure Strategy highlighted accessibility as a key concern among respondents. Feedback emphasised the importance of ensuring that green spaces are accessible to all

members of the community, including people with disabilities. Participants expressed a desire for the Council to explore opportunities to open further areas of green space and to improve physical access, so that everyone can benefit from the Borough's natural assets.

It is recognised that improving access for people with disabilities not only supports equality and inclusion but also enhances the overall value and usability of the Borough's Blue/Green infrastructure for all residents. The Council will continue to work with stakeholders to identify and address barriers to access, ensuring that future projects and initiatives are designed with inclusivity in mind.

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

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

No

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

No

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

No

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

N/A

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

Public consultation was undertaken in July and August 2025, which highlighted the importance of accessibility and inclusivity, particularly for people with disabilities. No further evidence is considered necessary at this stage, as the consultation has ensured that these key considerations are embedded within the revised Strategy,

and the team will continue to work with stakeholders to monitor and address accessibility needs as the Strategy is implemented.

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: No impacts identified.

Disability: To ensure the Blue/Green Infrastructure is inclusive to those with disabilities, the Council, where possible, will prioritise accessible and inclusive design features, promoting equitable access and useability for all.

Gender: No impacts identified.

Gender Reassignment: No impacts identified.

Marriage and Civil Partnership: No impacts identified.

Pregnancy and Maternity: No impacts identified.

Race: No impacts identified.

Religion and Belief: No impacts identified.

Sexual Orientation: No impacts identified.

Care Experience: No impacts identified.

Chief Executive

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: xxxxxxxx

Report of the Portfolio Holder for Community Safety

Sanctuary Scheme Policy

1. Purpose of Report

To seek approval for amendments to the Council's Sanctuary Scheme Policy to protect access to the service for all applicants.

2. Recommendation

Cabinet is asked to RESOLVE that the Sanctuary Scheme Policy be approved.

3. Detail

The Sanctuary Scheme Policy sets out the approach that the Borough Council takes when a referral for assistance from the Sanctuary Scheme is received. This has been updated following the significant increase in referrals over the last two years which due to the very high cost of some referrals may result in the scheme being withdrawn before the end of the financial year.

A wholesale countywide review of the operation of Sanctuary Schemes by the Domestic Abuse Accommodation Subgroup (to align schemes countywide and prevent a postcode lottery) has also been carried out and the proposed changes to policy would better align with other county schemes.

The Policy and the Sanctuary Scheme are designed to support survivors of domestic abuse to remain in their own homes if they do not wish to move through 'target hardening' of the property. Target hardening provides a time-limited safe space for victims to await the arrival of the Police if an incident should occur.

The Policy provides a framework for how requests will be processed and the steps that the Council should take when processing a request. The Sanctuary Scheme applies to owner occupiers, Council tenants and tenanted properties, rented properties in the private sector and those that belong to registered providers.

For the purpose of the policy, any works carried out under the Sanctuary Scheme must be;

- An addition or enhancement to what was in place at the property before the referral was made
- Carried out using the Sanctuary procedure and following a referral for assistance from the scheme
- Assessed by a trained officer as being suitable and appropriate

SANCTUARY SPEND	
Year	Total
2022 - 2023	£14,071
2023 - 2024	£32,462
2024 - 2025	£55,672

The funding available for Sanctuary in 2025/26 is £74,279. The spend from April to July 2025 is £32,372 with seven further applications awaiting quotes

A copy of the Policy Change Table can be found at **Appendix 1**.

A copy of the Sanctuary Scheme Policy can be found at **Appendix 2**.

Domestic Abuse and Sanctuary Data can be found at **Appendix 3**.

A copy of the Sanctuary Referral Form can be found at **Appendix 4**.

A copy of the Sanctuary Scheme Eligibility can be found at **Appendix 5**.

A copy of the Sanctuary Property Assessment Form can be found at **Appendix 6**.

A copy of the Policy Equalities Impact Assessment can be found at **Appendix 7**.

4. Key Decision

Is this report a key decision as defined under Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012?

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 as it affects all wards in the Council's area.

5. Updates from Scrutiny

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

6. Financial Implications

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

There are no additional financial implications for the Council with costs 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:

There are no direct legal implications arising from this report.

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 a change to policy / a new policy an equality impact assessment is included in the appendix to this report.

13. Background Papers

None

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SANCTUARY POLICY CHANGE TABLE

Appendix 1

Policy Section	Suggested Change	Reason for Change
Title Page	Change 2024-27 to 2025-28	Update
Page 4 5.1	Add Council officers when carrying out a property assessment may be fitted with a body worn camera for the duration of the assessment for the safety of the officers and clients. All footage from cameras will be disposed in line with the councils retentions policy and handled and stored in line with DPA and GDPR guidance. Sanctuary services offered will be contingent on the use of this body camera being consented to by the sanctuary applicant.	Contingency for implementation of bodycams across key council depts
Page 6. 5.3	Remove Repairs to fences and gates	To ensure a safe space can be provided to all applicants to the scheme. To align with other sanctuary schemes across the County which do not provide this service. Does not align with core purpose of Sanctuary which is to provide a space in which to take refuge whilst the Police arrive. Gardens can't be made secure and gates and fences even where secure are not a barrier. The additional time it would provide is insufficient to close and lock a door.

		Many gardens have low or unfenced boundaries which can't be made secure.
Page 6. 5.3 Bulleted section 1	Insert Installation or repair of burglar alarms	For clarity this has never been a feature of sanctuary schemes
Page 6. 5.3 Bulleted section 1	Insert Improvements to fences and gates	To ensure a safe space can be provided to all applicants to the scheme. To align with other sanctuary schemes across the County who do not provide this service. Does not align with core purpose of Sanctuary which is to provide a space in which to take refuge whilst the Police arrive. Gardens can't be made secure and are not a barrier to access. The additional time it would provide is insufficient to close and lock a door. Many gardens have low or unfenced boundaries which can't be made secure.
Page 6. 5.4 Bulleted section 2	Insert Resources are limited so where appointments are not kept with either the property assessor or the contractor the application will be closed. 24hrs notice is required for cancellation of appointments to allow resources to be managed effectively.	Required to manage the scheme efficiently due to an increase in applicants who do not keep appointments for either the property assessment or with contractors.
Page 8. 6.0	Insert • Data Protection • GDPR • Retentions Policy	Update for completeness

Page 8. 8.0	Insert October 2025 version 3.0 Cabinet	Update

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**Sanctuary
Scheme
Policy
2025 - 2028**

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1.0 Scope

The Sanctuary Scheme Policy sets out the approach that Broxtowe Borough Council takes when a referral for assistance from the Sanctuary Scheme is received.

The policy and the Sanctuary Scheme as a whole are designed to assist survivors of domestic abuse to stay in their homes.

The policy will apply to both Council tenants and tenanted properties but also properties in the private sector, those that belong to Registered Providers, and owner occupiers.

For the purpose of the policy, any works that are carried out under the Sanctuary Scheme must be:

- An addition or enhancement to what was in place at the property before the referral was made
- Carried out using the Sanctuary procedure and following a referral for assistance from the scheme
- Assessed by an appropriate officer as being suitable and appropriate

2.0 Purpose

The Council works with survivors of domestic abuse to enable them to stay in their homes if they do not wish to move and to do so in a safe and sustainable way.

The Policy provides a framework for how requests will be processed and the steps that the Council should take when processing a request under the Sanctuary Scheme.

3.0 Aims and Objectives

The aims and objectives of the policy are

- To outline how referrals for assistance are received from the Sanctuary Scheme and how they are made.
- To outline what factors are considered by the Council upon receiving a referral
- To outline what works can take place under the scheme and what works cannot
- To outline how the Council responds to referrers and survivors
- To outline how works are assessed and carried out

- To outline how other landlords may be consulted or worked with in partnership where required.

4.0 Regulatory Code and Legal Framework

The Housing Act 1985

The Housing Act 1996

Electrical Equipment (Safety) Regulations 1994

Health and Safety at Work Act 1974

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

Domestic Abuse, Crime and Victims Act 2004

5.0 Policy Outline

5.1 How referrals are made to or received by the Sanctuary Scheme

The Council will accept a referral from any person or agency for assistance from the Sanctuary Scheme. However, referrals are normally received from one of the partner agencies for domestic abuse case work, such as Juno, Broxtowe Women's Project, Women's Aid or similar.

The Council will, where possible, request that its referral processes and procedures are completed by the referrer so it can best consider the request without further information being requested.

The requests will be processed by the Communities Team, coordinated by the Senior Communities Officer - Violence and Domestic Abuse, to assess the referral and carry out a property evaluation (after receiving police checks on the perpetrator) to confirm what changes should be made to the property. These recommendations will then be sent to the Housing Repairs Team who will arrange works to be completed. Both Teams may be required to communicate with the referrer or the survivor as appropriate.

Council officers when carrying out a property assessment may be fitted with a body worn camera for the duration of the assessment for the safety of the officers and clients. All footage from cameras will be disposed in line with the councils retentions policy and handled and stored in line with DPA and GDPR guidance. Sanctuary services offered will be contingent on the use of this body camera being consented to by the sanctuary applicant.

The Council will assess whether further Housing Options advice is necessary when a referral is received, particularly where the abuse and risk is extreme.

It may be necessary for further information to be requested from the referrer or the survivor to assist the Council with assessing the request.

The Council aims to communicate with the referrer and the survivor in a responsive, sensitive and timely manner throughout the process.

Council Officers, The Police and Contractors will make 3 attempts to contact the applicant to arrange for assessments to be made or works to be completed. Where these go unanswered and unreturned the application will be closed due to insufficient resources.

5.2 What factors will be considered by the Council when a referral is received

The Council will consider the following when a referral is received

- The landlord and tenure of the property. It may be necessary to speak to other parties before completing works.
- The likely cost of the work and whether these are viable as opposed to other options
- Whether the works will draw further attention to the property
- Whether the works will change the structural nature and composition of the property
- Whether the works will leave the property potentially unsafe due to fire or other safety reasons
- Whether alternative solutions are preferable to those that are recommended or requested that reduce the risk equally
- Whether rehousing is more appropriate because of the risk level
- Whether temporary accommodation is more appropriate because of the risk level

5.3 What works will be routinely considered as part of the scheme and what works will not

The Council will routinely enable the following works as part of the Sanctuary Scheme. These works are regardless of tenure.

- Changes to locks and replacement keys
- Improvements to door security and letterboxes
- Improvements to window furniture such as window locks and keys where possible
- Camera doorbell or emergency careline alarm
- Improvements to exterior lighting
- Replacement doors

(this list is not exhaustive)

The following works will not be considered as part of the Sanctuary Scheme. Where works are not considered as part of the scheme, alternative solutions will be discussed. (Section 5.5)

- Installation of safe rooms or panic rooms
- Installation of bars, boarding up of or blocking up of any window or exit
- Installation of CCTV
- Any other referral that is contrary to any building regulation, housing health and safety regulation or fire regulation
- Installation or repair of burglar alarms
- Improvements to fences and gates

5.4 Communication and Liaison

The Council will keep the referrer and the survivor updated with the outcomes of the referral and when works will take place or what other solutions are being or could be considered.

Where staff of both genders are available and trained the Council will consider the wishes of the survivor and respect any preferences where possible regarding the gender of the member of staff that manages their referral and who contacts or visits them.

If works are refused and the referrer or survivor are not happy with the decision that has been made, an appeal can be made to the Manager to review the decision.

Where 3 attempts to contact the applicant by officers or contractors to arrange appointments go unanswered or unreturned the referrer will be contacted to discuss non-engagement and the case closed where appropriate.

Resources are limited, so where appointments are not kept with either the property assessor or the contractor, the application will be closed. 24hrs notice is required for cancellation of appointments to allow resources to be managed effectively.

5.5 Alternative Solutions

The Communities Team can refer survivors to the Housing Options Team who will discuss alternative solutions if the Sanctuary works cannot go ahead with the referrer and survivor as appropriate.

Alternative solutions could include a homelessness application, a referral to refuge accommodation, an offer of temporary accommodation or assistance in finding alternative permanent accommodation. The Housing Options Team will assist survivors by offering their advice and assistance to access the most appropriate option, depending on the survivor's circumstances.

5.6 Carrying out works under the Sanctuary Scheme

Following a referral being received that meets the criteria, the Council will arrange a visit to discuss the referral and assess the property as required. The Council has officers trained to make these assessments and recommendations so there is no need for a further referral to be made.

The Council will either use its own workforce or use appropriate and approved contractors to carry out the works within its own properties or on properties that are within the private sector.

The Council will aim to process the works as quickly as possible due to the severity and sensitivity of the issue.

5.7 Works in non-Council owned properties

The Sanctuary Scheme extends to works in properties that are owned and managed by the Council and the Housing Revenue Account as well as properties within the private sector, such as owner-occupied properties or those within the private rented sector, as well as those that belong to and are managed by Registered Providers.

When there is another landlord involved, such as a private landlord or Registered Provider, the Council will advise that a request for works has been received and seek clarity on whether there are any objections to the works from the landlord. The

Council will discuss with the landlord any objections that they have and whether they wish to carry out the works themselves.

For works which are the responsibility of the landlord they will be asked to carry these out. Where works are not completed a referral will be made to the private Sector Housing Team for enforcement action to be taken.

The Council will ensure confidentiality is maintained by not disclosing the details of the referral.

6.0 Related Policies, Procedures and Guidelines

This policy should be read in conjunction with the:

- Repairs Policy
- Repairs procedures
- Sanctuary Scheme Procedure
- South Nottinghamshire Homelessness Strategy
- Domestic Abuse, Crime and Victims Act
- Data Protection
- GDPR
- Retentions Policy

7.0 Review

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

8.0 Document History and Approval

Date	Version	Committee Name
Sept 2020	1.0	Housing Committee
March 2024	2.0	Cabinet
October 2025	3.0	Cabinet

DOMESTIC ABUSE, MARAC AND SANCTUARY DATA**Domestic Abuse**

DOMESTIC CRIME	
Year	Number
2020 – 2021	786
2022 - 2023	789
DOMESTIC CRIME AND INCIDENTS	
Now includes domestic related Stalking, Harassment, Criminal Damage, Assault, Arson, Theft, Robbery, Sexual Offences and incidents such as Arguments	
2023 - 2024	1,150
2024 Calendar Year	978

MARAC

BROXTOWE REPEAT MARAC CASES	
Year	Number
2020 – 2021	67
2021 – 2022	27
2022 - 2023	27
2023 - 2024	18
2024 - 2025	42

Sanctuary

SANCTUARY CASES	
Year	Number
2020	26
2021	29
2022	21
2023	15
2024	45
2025 (Jan – Jul)	37

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SANCTUARY SCHEME REFERRAL FORM**Eligibility Criteria**

- Survivors must live in the area they are applying the scheme through.
- It is safe for the survivor to remain living in the property.
- Survivor must have the right to occupy the property as either a sole owner or tenant. Permission of property owner required if a tenant.
- The perpetrator must not be living in the property and has no legal right to enter i.e., not joint tenant or owner. (Occupation order will be considered).
- Survivors must not be seeking/bidding for other properties. (If a survivor is waiting a considerable length of time for a move, interim sanctuary scheme measures will be considered).

Each case will be assessed based on its unique needs. Please contact our coordinator should you have any inquiries regarding the criteria.

Self-referrals may be accepted but the applicant must engage with a specialist Domestic Abuse service prior to the application progressing.

1. Referrer Details (if not a self-referral)	
Full name:	
Job title:	
Organisation name:	
Email:	
Contact telephone:	
Preferred method of contact:	
Date of referral:	

2. Applicant Details	
Full name (including any aliases):	
Date of birth (including any aliases):	
Address where sanctuary installations are required:	
Contact telephone:	
Email:	

Has the applicant been referred to a specialist domestic abuse service or is currently supported by specialist domestic abuse service?	☐ Yes	☐ No
Case worker details if different from the referrer: (please provide full name and phone number)		
Is it safe to leave a message?	☐ Yes	☐ No
Please specify if there is any particular day or time of the day applicant prefers to be contacted:		
Interpreter needed:	☐ Yes	☐ No
If yes, please specify language:		
Additional support needs		
No Recourse to Public Funds	☐ Yes	☐ No
Pregnant	☐ Yes	☐ No
Is the applicant an ex- prisoner	☐ Yes	☐ No
Any other needs (please specify:		

3. Household Details				
Accommodation type				
☐ Bungalow	☐ Flat	☐ Maisonette	☐ Semi-detached	☐ Terraced
☐ Other (please specify):				
Tenure type				
☐ Council housing	☐ Housing Association	☐ Privately rented	☐ Privately owned	
☐ Other (please specify):				
Name(s) on tenancy or mortgage:				

Landlord or Owner of the property (name/address/contact details – phone number and email):			
Additional property information			
Are there any pets at the property? (assessments and installations may not be carried out where pets are not secured)	☐ Yes	☐ No	Details:
Is the property dual use? E.g., licensed premises, business etc	☐ Yes	☐ No	Details:
Is the property isolated? (the property is physically separate or remote from a settlement.)	☐ Yes	☐ No	Details:
Is the property subject to any listed building consent?	☐ Yes	☐ No	Details:
Other occupants living at the property			
Name	Gender	Date of birth	Relationship
Is anyone at the property pregnant?	☐ Yes		☐ No

4. Applicant Safety		
Name of perpetrator:		
Date of Birth (if known):		
Address and whereabouts of perpetrator (in prison, staying with friends or family):		
Brief description of recent domestic abuse incidents and risks (risk of arson, breaking and entering, police involvements) Include incident and crime reference numbers where applicable.		
DASH risk assessment completed:	☐ Yes	
Please provide the RIC score:		
Applicant referred to MARAC	☐ Yes	☐ No
If yes, please provide the date of the MARAC meeting:		
Police involvement	☐ Yes	☐ No
If yes, please provide the Crime Reference Number or the reason for raised risk:		
Risk of arson	☐ Yes	☐ No

If yes, please provide details:		
Any other concerns regarding the risk from the perpetrator or those connected to the perpetrator (e.g. access to weapons, their occupation)		
Any interim measures required for the applicant's safety (e.g. emergency lock changes/ emergency accommodation while they wait for installation)		
Any concerns that the perpetrator may find out about the installation (e.g. from neighbours, relatives, children, social media etc.)		
Any concerns that the perpetrator may be let into the property (consider risks for housing in multiple occupation, blocks of flats etc. Does the perpetrator attend the property as part of ongoing child contact?)		
Civil order in place to restrict the perpetrator from the property	☐ Yes	☐ No
If yes, please include the expiry date:		

5. Installation details	
Specific requests from the client / additional needs that may affect the installation (e.g. restricted mobility, property type)	
Requests or concerns from the client regarding the assessment and installation of works (e.g. a man entering the property, would like someone present for support, requesting that the installer use a password)	

6. Applicant Demographic Details		
Gender		
☐ Female	☐ Male	☐ Prefer not to say
☐ Prefer to self-describe:		
Sexual orientation		
☐ Bisexual	☐ Gay Man	☐ Gay Woman/Lesbian
☐ Heterosexual/Straight	☐ Transgender	☐ Prefer not to say
☐ Prefer to self-describe		
Ethnicity		
White	☐ English, Welsh, Scottish, Northern Irish, or British	☐ Irish
	☐ Gypsy or Irish Traveller	☐ Roma
	☐ Other White background	
Asian or Asian British	☐ Indian	☐ Pakistani
	☐ Bangladeshi	☐ Chinese
	☐ Other Asian background	
	☐ Caribbean	☐ African

Black, Black British, Caribbean, or African	☐ Other Black, Black British, or Caribbean background		
Mixed or multiple ethnic groups	☐ White and Black Caribbean	☐ White and Black African	
	☐ White and Asian	☐ Other Mixed or multiple ethnic background	
White	☐ English, Welsh, Scottish, Northern Irish, or British	☐ Irish	
	☐ Gypsy or Irish Traveller	☐ Roma	
	☐ Other White background		
Other ethnic group	☐ Arab	☐ Other ethnic group	
	☐ Prefer to self-describe:	☐ Prefer not to say	
Disability			
☐ Physical	☐ Learning disability	☐ Mental illness	☐ Mental impairment
☐ No disability	☐ Prefer not to say	☐ Other:	
Please provide any information on adjustments that may need to be made to best support the applicant:			

Information Sharing and Consent

The information contained on this form will be passed to the following agencies:

- Nottinghamshire Police
- Relevant Local Authorities
- Nottinghamshire Fire and Rescue Service
- Security Installer
- Housing Provider/Landlord

You will be contacted by the sanctuary scheme coordinator to assess your property type to identify what security devices are safe and appropriate to install. The coordinator will share the information with the security installer who will arrange an appointment for the installations.

The personal data that we collect will be stored securely by all agencies involved, and identifiable information will not be shared with anyone who is not involved in the scheme. Anonymised and collated data will be shared with the scheme's funders (for example, the number of people supported who are female, or the number of people supported who have a disability).

The scheme coordinator would like to contact you 3 to 6 months after the installation to gather feedback on how well the scheme is working. Again, this is voluntary and is not a requirement of having the scheme installed in your home.

You can withdraw your consent to any part of the scheme at any time by letting the professional who referred you know or by telling the scheme coordinator.

I consent to have Sanctuary Scheme undertake work to install security devices in my home.

☐ Yes ☐ No

I consent to an agency involved in administering this scheme contacting my landlord (if applicable) to obtain permission for Sanctuary Scheme installations to be carried out.

☐ Yes ☐ No

I consent to having my information shared with the organisations involved in delivering the Sanctuary Scheme.

☐ Yes ☐ No

I consent to the scheme coordinator contacting me 3 to 6 months after the Sanctuary Scheme is installed to gather feedback on the works.

☐ Yes ☐ No

I consent for body cameras to be used by Council workers during any site visits made as part of the scheme.

☐ Yes ☐ No

I consent to my case being referred to a specialist Domestic Abuse support service if I have self-referred

☐ Yes ☐ No

Signature of survivor (if present):		Date:
Signature of referrer to confirm the survivor has verbally agreed to this referral and subsequent visits to their property in connection with Sanctuary Scheme.		Date:

The completed form should be sent to sanctuary.scheme@broxtowe.gov.uk

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**BROXTOWE BOROUGH COUNCIL
SANCTUARY SCHEME 2025
ELIGIBILITY**

The sanctuary scheme is available for survivors of domestic violence to have security measures installed in their home to prevent access to the property by the perpetrator/s or prevent homelessness.

- Any requests for works must be accompanied with relevant justification as to the reason for carrying out the work.
- Only works which prevent access to a property by a perpetrator or prevent homelessness will be considered.
- If the property is owned by a registered provider or a private landlord, they will be approached to carry out repairs to the property and consent to any non-repair works. Consent must be given in writing before the works can be carried out.
- If the perpetrator has any legal access to the property, unless there is an occupancy order in place then the referral cannot be accepted.
- The occupier or their representative must be present at the property when the works are carried out.
- If any property conditions pose a health or safety risk to any contractors, then this must be addressed prior to the work being carried out.
- Where works would not provide a sufficiently safe space or the cost of works is deemed excessive the applicant will be advised that works are not possible and advised of an alternative solution.
- Where the Police deem that access to the property would be dangerous to ourselves, the applicant will and advised to seek alternative accommodation.
- Where the applicant acts aggressively, threatens or harasses council workers or contractors the application will be cancelled.
- Any requests for repairs will be assessed for need and tampering before being approved.
- Where applicants do not engage or do not keep appointments applications will be cancelled.
- Applications under the Sanctuary Scheme can only be granted every 3 years.
- Where properties are updated in such a way that renders it insecure after the installation of Sanctuary Scheme devices, the property will not be eligible for further sanctuary works.

Please note the scheme is subject to funding availability and the council reserves the right to refuse any application or part therein.

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**BROXTOWE BOROUGH COUNCIL
SANCTUARY SCHEME
PROPERTY ASSESSMENT FORM**

Referred by:	Date Assessment Received:
Security Survey carried out by:	Date:
<u>Sanctuary Scheme Security Survey</u>	
Property Address:	
Property Ownership:	
Name of Client:	
Contact Number:	
DASH Risk Indicator for this case & Marac Date:	
With reference to my visit on and the survey carried out on the property, I am now able to make the following recommendations. The recommendations are seen as appropriate in order to address the current level of risk at this site. The risk level has been based upon information from client and referrer, my observations, and statistical data where available. Any variation to the perceived level of security risk because of a change in working practices, personnel, equipment etc. may render this report ineffective and it is advised that contact is made with the sender at the earliest possible opportunity. The vast majority of crime is preventable and therefore good crime prevention will reduce your vulnerability to the effects of disruption by way of loss, damage or theft. Should you require any further advice or information please do not hesitate to contact me. Confirmation of informed consent:	

I have discussed security issues with the client and have fully explained the measures that will be installed in the home (full details overleaf);

Signature of Crime Reduction Manager:

I confirm that I understand the security measures that will be installed in my home (as detailed overleaf) and that this is subject to the consent of the registered owner.

Signature of Client: Auth. Via telephone

Date:

Preparation for survey	
Review of the environment	
Boundary/Perimeter	
Front Exit Door	
Rear Exit Door	
Security of ground floor windows	
Security of upper floors windows	
Alarm System	
Internal Security	

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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 inequality. The majority of the Act came into force on 1 October 2010.

Public bodies are required by the Act 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 replaced 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 have 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 Execs	Title of the Lead Officer responsible for EIA	Chief Communities Officer
Name of the policy or function to be assessed:		Sanctuary Scheme	
Title of the Officer undertaking the assessment:		Chief Communities Officer	
Is this a new or an existing policy or function?		Existing Policy	
2. What outcomes do you want to achieve from the policy or function? To prevent homelessness and enable survivors of domestic abuse to stay in their homes where possible if they do not wish to move and to do so in a safe and sustainable way through the fitting of additional security measures.			
3. Who is intended to benefit from the policy or function? Victims of domestic abuse who may otherwise become homeless where the offender is not reside in and has no legal right to reside in the property.			
4. Who are the main stakeholders in relation to the policy or function? Domestic abuse agencies, victims of domestic abuse, private landlords and social housing providers			
5. What baseline quantitative data do you have about the policy or function relating to the different equality strands? Since 2023, monitoring data being collected and submitted to Nottinghamshire County Council annually for gender, age, ethnicity, sexual orientation and disability.			
6. What baseline qualitative data do you have about the policy or function relating to the different equality strands? Since 2024, recipients are given the opportunity to feedback 3 – 6 months following installation, however this won't be mandatory.			

Directorate:	Chief Execs	Title of the Lead Officer responsible for EIA	Chief Communities Officer

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

This is an existing policy with only minor amendments so stakeholder consultation has not been carried out.

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

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

The policy excludes those who are victims of domestic abuse and at risk of becoming homeless where the offender has access to or a legal right to access the property unless there is an occupancy order in place – this is because the offender would still have access to the property despite any security measures.

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

Yes, victims are supported by domestic abuse agencies who make the referral on their behalf.

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

No, victims are supported by domestic abuse agencies who make the referral on their behalf

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

No

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

Quantitative and qualitative data.

Quantitative data has been being collected since 2023 and qualitative data since 2024, although response is not mandatory.

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:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property.

Disability:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property

Gender:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property.

Gender Reassignment:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property.

Marriage and Civil Partnership:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property. The scheme recognises that domestic abuse can occur between any relationship within a property.

Pregnancy and Maternity:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property

Race:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property

Religion and Belief:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property

Sexual Orientation:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property.

Care Experience:

None - the scheme is open to all as long as they are a victim of domestic abuse, at risk of homelessness and the offender is not residing in and has no right to access the property

Chief Executive:

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:



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

27 November 2025	• LGR* • Events Programme 2026/27* • Garden Waste Subscription Fee* • Council Tax Base 2026/27* • Local Council Tax Support Scheme 2025/26* • Housing Benefit War Pension Disregard • Complaints Report Q2 • Food Waste Trial • Citizen Visioning • Interim Climate Change Update • Use of Generative AI Policy • Update on HMO Article 4 • Foster Avenue Fire Safety Works Recommendation • Quantity Surveyor Recruitment
6 January 2026	• Budget Consultation 2026/27 • Grants to Voluntary and Community Organisations • University of Nottingham Retrofit and Decarbonisation Roadmap* • Park Standard Survey Results • Environmental Enforcement Update • Grievance Policy • Disciplinary Policy • The Anti-Bullying and Harassment Policy • Sexual Harassment Policy
3 February 2026	• Budget Proposals and Associated Strategies • Pay Policy • Irrecoverable Arrears *Exempt • Broxtowe Design Code Householder Development* • Blue Infrastructure Audit • HMO Article 4*

exempt items are marked with *.

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

Not applicable.

9. Climate Change Implications

Not applicable.

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.

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