



Wednesday, 30 November 2022

Dear Sir/Madam

A meeting of the Cabinet will be held on Thursday, 8 December 2022 in the Council Offices, Foster Avenue, Beeston, NG9 1AB, commencing at 6.00 pm.

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

Yours faithfully

Chief Executive

To Councillors: M Radulovic MBE
S A Bagshaw
S J Carr
B C Carr
T Hallam

R D MacRae
G Marshall
J W McGrath
H E Skinner
E Williamson

AGENDA

1. APOLOGIES

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

2. DECLARATIONS OF INTEREST

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 5 - 12)

The Committee is asked to confirm as a correct record the minutes of the meeting held on 1 November 2022.

4. SCRUTINY WORK PROGRAMME (Pages 13 - 16)

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

5. RESOURCES AND PERSONNEL POLICY

5.1 GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS, CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORTS, THE ARTS AND DISABILITY MATTERS 2022/23 (Pages 17 - 22)

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

5.2 CUSTOMER SERVICES STRATEGY 2023 - 2026 (Pages 23 - 36)

To request approval for the new Customer Services Strategy 2023-2026.

5.3 WELLBEING STRATEGY (Pages 37 - 52)

The Cabinet is asked to note the Wellbeing Strategy.

5.4 SUPPORT FOR EMPLOYEES FACING FINANCIAL HARDSHIP (Pages 53 - 62)

To propose some measures which may support employees during the cost of living crisis.

6. ECONOMIC DEVELOPMENT AND ASSET MANAGEMENT

6.1 ASSET MANAGEMENT STRATEGY 2022 - 2025 (Pages 63 - 136)

The purpose of this report is to recommend a refreshed asset management strategy 2022-2025 for approval.

6.2 TOTON AND CHETWYND BARRACKS STRATEGIC MASTERPLAN (Pages 137 - 158)

To seek the resolution of Council to adopt the amended Toton and Chetwynd Barracks Strategic Masterplan Supplementary Planning Document.

6.3 GREATER NOTTINGHAM STRATEGIC PLAN (Pages 159 - 172)
PREFERRED APPROACH

Broxtowe Borough, Gedling Borough, Nottingham City and Rushcliffe Borough Councils are preparing the Greater Nottingham Strategic Plan, which will cover the plan period 2022 to 2038, and will set out policies to secure sustainable growth.

Please note the Greater Nottingham Strategic Plan is circulated as a supplement to this agenda.

7. HOUSING

7.1 HOUSING FURNITURE SCHEME (Pages 173 - 174)

To outline a proposal to implement furnished tenancies for Council tenants.

8. COMMUNITY SAFETY

8.1 FEELING SAFE IN BROXTOWE

To invite Councillors to comment on a proposed survey about how safe people feel in Broxtowe, to inform community safety responses; and the proposed targeted audience for the survey.

9. ENVIRONMENT AND CLIMATE CHANGE

9.1 GARDEN WASTE SUBSCRIPTION FEES 2023/24 (Pages 175 - 180)

To seek approval for the 2023/24 garden waste subscription fees

9.2 LOCAL AREA ENERGY PLAN (Pages 181 - 186)

To provide Cabinet with details of the proposed work to deliver a local area energy plan for the Borough of Broxtowe.

10. WORK PROGRAMME (Pages 187 - 188)

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.

11. 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.

12. RESOURCES AND PERSONNEL POLICY

12.1 IRRECOVERABLE ARREARS (Pages 189 - 196)

12.2 LEGAL SERVICES ESTABLISHMENT REVIEW AND PROPOSED RESTRUCTURE (Pages 197 - 210)

12.3 HOUSING REPAIRS RESTRUCTURE -PHASE 1 (Pages 211 - 218)

CABINET

TUESDAY, 1 NOVEMBER 2022

Present: Councillor M Radulovic MBE, Chair

Councillors: S J Carr
B C Carr
R D MacRae
G Marshall
H E Skinner
E Williamson

Apologies for absence were received from Councillors S A Bagshaw, T Hallam and J W McGrath

61 DECLARATIONS OF INTEREST

Councillor M Radulovic MBE declared a Disclosable Pecuniary Interest in agenda item 6.2 as he supported Eastwood and District Darts and Dominoes League. Minute number 65.2 refers. Councillor R D MacRae declared a Non-Pecuniary Interest in agenda item 6.1 as he was an elected Member Town Councillor at Stapleford Town Council, Minute number 65.1 refers.

62 MINUTES

The minutes of the meetings held on October 4 2022 were confirmed and signed as a correct record.

63 SCRUTINY REVIEWS

Cabinet noted the Scrutiny Work Programme provided by the Overview and Scrutiny Committee.

64 SCRUTINY REVIEW-TELEPHONE ANSWERING AND CUSTOMER SERVICES

The Portfolio Holder for Resources and Personnel Policy received the review from the Overview and Scrutiny Committee on Telephone Answering and Customer Services. The Overview and Scrutiny Committee Working Group reviewed the topic with the purpose to ensure the following outcomes were reached that the calls were answered within an agreed amount of time and the functionality of online Customer skills were agreed. Members agreed that the report was very good quality and the conclusions reflected the concerns that had affected Customer satisfaction in the past. The recommendations that had been received would support the service delivery in achieving the outcomes required.

RESOLVED that:

- 1. Staffing contingency arrangements be considered for the Contact Centre during peak times in order for residents' calls to be answered, in addition to the use of market supplements to address staffing issues.**
- 2. Key Performance Indicators be introduced in relation to departmental call answering data to monitor performance and provide feedback.**
- 3. The answerphone greeting should be standardised across the Authority and be conducted by the Individual Officer. For all Officers to follow a set process of answering calls across the Authority. Officers should only use answerphone messages if they are away for no more than 24 hours and messages should be replied to the following working day. If Officers are to be away for longer the call would enter a hunt group to be answered by a colleague. This should be included in the Customer Services' Strategy.**
- 4. The phone message that reminds customers of the possibility of resolving issues by visiting the Council's website to be reviewed, the length of the message reduced and repetition of the message reduced.**

Reason

This review was in accordance with the Council's corporate values of continuous improvement and delivering value for money.

65 RESOURCES AND PERSONNEL POLICY

65.1 GRANT AID REQUESTS FROM PARISH/TOWN COUNCILS

Members considered the requests for grant assistance in accordance with the protocol for the consideration of grant aid to parish and town Councils. Stapleford Town Council had requested that the Council committed to provide the necessary contributing third party payment in order for the application to the FCC Communities Foundation to proceed. The amount that was requested was £6,450. Payment of this amount to the Foundation would only be made in the event of Stapleford Town Council being successful in their application to the Foundation. A further request was from Kimberley Town Council for £1,948 towards the full cost of traffic management and security stewarding at its forthcoming Remembrance Sunday Parade.

Discussions ensued with the agreed amount that was requested for Stapleford Town Council, on voting the Chair used their casting vote in favour of supporting the amount requested. The request for Kimberley Town Council was agreed. It was further agreed that the protocol needs to be reviewed for Grant Aid requests for Parish and Town Councils going forward.

RESOLVED that the grants requests be approved accordingly:

- 1. Stapleford Town Council £6,450**
- 2. Kimberley Town Council £1,958**

Reason

The Council was 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 Councils Grant Aid Policy would ensure the Councils compliance with its legal duties. The grant aid requests were in accordance with the current Corporate Plan aims for supporting people to live well and provide a safe place for everyone.

65.2 GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS, CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORTS, THE ARTS AND DISABILITY MATTERS 2022/23

Cabinet considered requests for grant aid in accordance with the provisions of the Grant Aid Policy. Broxtowe Women's project had requested £8,000 and this was wholly covered within the provision for anticipated annual recurring grants. There had been a further request for an in principle decision regarding future rental costs of up to £3,000. However, this would not result in an immediate award and was not included within the figures outlined in the report. A grant request from Eastwood and District Darts and Dominoes League of £500 to provide trophies and other prizes to encourage people to enter competitions held by the league. This was the first time the league had requested grant aid. Members debated the grants separately and would look at options to support the Broxtowe Women's Project over premises. The Grant request for £8,000 was agreed. Councillor M Radulovic MBE left the room and did not partake in the vote for the consideration of the Eastwood and District Darts and Dominoes League. Councillor S J Carr took the chair for the item. Members agreed for the grant request of £500.

RESOLVED that the grant aid requests be approved accordingly.

- | | | |
|-----------|---|----------------|
| 1. | Broxtowe Women's Project | £ 8,000 |
| 2. | Eastwood Darts and Dominoes League | £ 500 |

Reason

Consideration for not awarding the grant may have a negative impact for the users and individuals relying on the service. 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

65.3 REPORT ON RIPA (REGULATION OF INVESTIGATORY POWERS ACT 2000) POLICY

Cabinet was updated with the revised RIPA policy. No substantive changes had been proposed. It was a requirement to update Members on an annual basis to ensure it remained fit for purpose. The policy required Members to consider the use of the RIPA powers on an annual basis to ensure it was being used in accordance with the Council's policy. Members noted that there had been no use of RIPA powers since 2015. This was because these powers were only used by the Council in relation to the

investigations into benefit fraud and the function was transferred to the Department of Works and Pensions in 2015.

RESOLVED that the updated RIPA Policy be approved

Reason

If the Council did not adopt a revised RIPA Policy and there is no common reference point, there was a risk that covert surveillance was inconsistently applied across different service areas. This might increase the risk of legal challenge and reduce the fairness and effectiveness of the Council's approach to covert surveillance. The adoption of a policy was considered to be best working practice and would assist the Council to demonstrate that it had regard to the relevant legislation and Codes of Practice.

65.4 EFFICIENCY EAST MIDLANDS COMMUNITY DONATION

Members considered the options as to how to allocate a community donation received from Efficiency East Midlands in 2022/23. As a non-profit organisation, Efficiency East Midlands chose to distribute all of its operating surplus to the membership in the form of a community donation. These donations are split proportionally between the membership based upon the expenditure through the framework. The stipulation from Efficiency East Midlands was that the donation was spent on a project that benefitted a community and was not something budgets would usually cover. The total donation to the Council was £6,489 this was donations from 2021/22 and 2022/23. No donation was received in 2020/21 due to the COVID-19 pandemic. Members suggested to support and finance the Warm Homes Project. Enquires would need to be made to see if that was an appropriate use of the donation. It was further suggested to set up a fund of £2,500 with £250 per organisation to offer refreshments. It was agreed to enter negotiations with Efficiency East Midlands and establish £2,500 initially.

RESOLVED that £2,500 be distributed between ten organisations that are beneficial to the community.

Reason

In accordance with the Corporate priorities Broxtowe Borough Council aims to support people to live well by promoting active and healthy lifestyles in every area of Broxtowe. To be accountable for all activities and actions and to ensure that the Council conforms to all financial regulations.

66 HOUSING

66.1 ALLOCATIONS POLICY

Cabinet was updated with the proposed amendments to the Allocations Policy. The policy outlined the methods by which the Council managed the Housing Register. It confirmed who was eligible to join the list, how applications were assessed and prioritised how properties were allocated.

Members discussed the disparity between needs in Stapleford and Beeston and with the rest of the Borough on the waiting list. This showed a need for a local lets policy and was the primary reason for changing the policy. An explanation was provided to Members around Personal Independence Payment and suitability of Independent Living.

RESOLVED that the updated Allocations Policy be approved.

Reason

Legislation required a local housing authority to adopt an allocations scheme, and, except in defined circumstances, to allocate property only in accordance with the scheme. When framing the scheme, the Council must have regard to statutory guidance issued by the Secretary of State and to its own homelessness and tenancy strategies. This will assist with the Council's corporate priority of Housing and the aim of providing a good quality home for everyone.

66.2 HOME RELEASE SCHEME

Cabinet considered the new Council property downsizing incentive scheme. The Home Release Scheme was about offering tenants financial support in addition to Officer support to assist with some of the practical arrangements with moving home. The Council offers Secure lifetime tenancies to its tenants. During the course of the tenancy circumstances change that could affect living in the accommodation and its size. The Council had a high demand for larger properties based on its waiting list currently. It was acknowledged that not all tenants would want to move but by providing support and incentive this offer may open an opportunity to discuss circumstances. Currently 90 households were under occupying family homes and five four bedroomed homes were under occupied. The policy was about making better use and the management of stock and not about forcing tenants to move out of their properties.

RESOLVED that the Home Release Scheme be approved with a new annual budget of £20,000 being established as part of the budget setting process for the Housing Revenue Account in 2023/24

Reason

The Council must ensure that it was satisfied that the Homes Release Scheme payment was justified and met the Council's obligations to ensure best value. This downsizing incentive scheme would enable the Council to realign its limited housing stock to meet key housing needs and would assist the Council in discharging its statutory housing functions and its duties and obligations to specific groups such as disabled persons and those persons with high priority needs. The Scheme was permitted by virtue of Section 137 of the Local Government act 1972 which allowed the Council to incur expenditure in the interests of their local area and Section 1 of the Localism Act 2011. It would, in addition assist with the Council's corporate priority of Housing and the aim of providing a good quality home for everyone.

67 LEISURE AND HEALTH

67.1 PROPOSAL FOR THE PROVISION OF CHRISTMAS LIGHTS 2022

Members considered the proposal regarding the provision of Christmas lighting for Christmas 2022. It was suggested a simplified provision for Christmas lights and associated festivities that reflected the festive season, whilst recognising the rising energy costs and cost of living. It was proposed for this year and the following two years that Broxtowe Borough Council would provide the sum of £10,000 for Eastwood, Kimberley, Stapleford and Beeston. Within this amount, the Council would supply and install a Christmas tree and the budget remaining of the £10,000 would be for the respective Town Councils to use to provide lights for the tree and other festivities as they wished to arrange. Eastwood and Kimberley Town Council had agreed to pursue this proposal. However, Stapleford Town Council had chosen not to pursue it this year. Therefore, Broxtowe Borough Council would provide the tree and lighting in Beeston and Stapleford and in addition provide the arrangements and associated festivities. It was further confirmed that the Christmas trees had been ordered and there was a three -year plan allocated to this.

RESOLVED that the proposal be approved, including a total contribution of £10,000 each to Eastwood and Kimberley Town Councils towards their Christmas tree, festive lights and the associated light switch on festivities.

Reason

To meet the Council's aims and priorities to invest in our towns and our people and provide business growth. To support healthy options to get out and about and enjoy the good quality environment and support local town centres and businesses.

68 CCITY PROJECT

Members were updated with details of the C-City project. The C-Cities congress took place in May 2022 in Gutersloh for four days with delegates from culture, politics, administration and civil society of the C-City twin towns. To make the project successful participation would be required from individuals to lead on some of the projects these included music, theatre, art, crafts and dance. A committee would be required to coordinate the overall programme. The Council would be required to manage the C-Cities project, manage a cultural directory for the Broxtowe community, support a cultural communities' committee, support a community Group leading on individual community c-city projects, bid for resources from relevant budgets, and development communications. Members discussed the opportunity to take part in a cultural exchange across Europe and recognise that the Council may have to allocate funds to ensure successful projects alongside representatives from the community to apply for funding. The project would be a catalyst for a whole generation.

RESOLVED that:

- 1. The creation of terms and reference for the establishment of a Cultural Communities Committee be approved.**

2. **Cabinet give authority to seek funds on behalf of Broxtowe Borough Council and support funding applications on behalf of the third sector to support the C-Cities project form relevant funding bodies.**

Reason

The C-Cities project supports the key priorities and objectives of the Council including business growth, investing in towns and our people, promoting active and healthy lifestyles in every area of Broxtowe and working in partnership with voluntary groups, schools, businesses and individuals to reduce anti-social behaviour and engage the community together.

69 CABINET WORK PROGRAMME

Cabinet considered the Work Programme, including potential key decisions that would help to achieve the Council's key priorities and associated documents.

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

Reason

The items included in the Work Programme will help to achieve the Council's key priorities and associated objectives.

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Report of the Executive Director

SCRUTINY WORK PROGRAMME

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 of the Council's priorities.

2. Recommendation

The Committee is asked to CONSIDER the report and RESOLVE to agree subjects to be considered for review.

3. Detail

Details of the reviews currently

In addition to aligning with corporate priorities members may wish to consider the criteria for topic selection as:

- Issues identified by members as a key issue for the public
- Issue has a significant local impact
- Significant public dissatisfaction (e.g. through complaints)
- Issue raised by auditors
- New government guidance/legislation
- New evidence provided by external organisation
- Poor performance (e.g. evidence from performance indicators)
- High level budgetary commitment
- Pattern of budgetary overspending.

4. The work programme for the next five meetings is as follows

10 November 2022	<ul style="list-style-type: none"> • Future Reviews to be set by Committee
12 January 2022	<ul style="list-style-type: none"> • Future Reviews to be set by Committee
30 January 2023	<ul style="list-style-type: none"> • Budget Review
31 January 2023	<ul style="list-style-type: none"> • Budget Review
23 February 2023	<ul style="list-style-type: none"> • Consideration of a future work programme

Background papers

Nil

APPENDIX

1. Topics under review:

Topic	Committee/Group	Start date	Proposed Cabinet submission
Telephone Answering and Customer Services	Overview and Scrutiny Working Group	11/07/22	01/11/22
Agile Working	Overview and Scrutiny Committee/Working Group	19/10/22	TBC
Cost of Living	Overview and Scrutiny Committee	10/11/2022	TBC

2. Topics reserved for future consideration:

	Topic	Topic suggested by	Link to corporate priorities/values
1.	Missed Bin Collections	Councillor P J Owen	Continuous improvement and delivering value for money
2.	Broxtowe Lotto	Councillor S J Carr	A strong caring focus on the needs of all communities
3.	Disabled Facilities Grants	Councillor B C Carr	The Housing aim of a good quality home for everyone
4.	Kimberley Leisure Centre	Councillor S Easom	Continuous improvement and delivering value for money
5.	Environment Strategy	Overview and Scrutiny Committee	This links to all of the Council's Corporate Priorities.
6.	Child Poverty	Overview and Scrutiny Committee	A strong caring focus on the needs of all communities
7.	Budget Consultation	Overview and Scrutiny Committee	Continuous improvement and delivering value for money

	Topic	Topic suggested by	Link to corporate priorities/values
8.	Houses In Multiple Occupation	Overview and Scrutiny Committee	The Housing aim of a good quality home for everyone
9.	Service Provided by the Duty Planning Team and Acknowledgment of Calls	Overview and Scrutiny Committee	Continuous improvement and delivering value for money

3. Topics deferred:

	Topic	Topic suggested by	Notes	Link to corporate priorities/values
1.	Housing Repairs Review	Councillor P J Owen	This topic has been deferred to allow for services to be reviewed. Committee to be updated at a future meeting from Head of Housing.	Continuous improvement and delivering value for money

4. Topics suggested for Scrutiny since the last meeting:

	Topic	Topic suggested by	Expected outcomes	Link to corporate priorities/values
1.	Homes for Life	Cabinet	To ensure that future house designs in the borough considered adaptations for the future needs of residents.	The Housing aim of a good quality home for everyone

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Report of the Portfolio Holder for Resources and Personnel Policy

GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS, CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORTS, THE ARTS AND DISABILITY MATTERS 2022/23

1. Purpose of Report

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

2. Recommendation

Cabinet is asked to CONSIDER the requests in the appendix and RESOLVE accordingly.

3. Detail

Details of the grant applications received are included in the appendix for consideration. The amount available for distribution in 2022/23 is as follows:

	<u>£</u>
Revenue Grant Aid Budget	168,800
Less: Estimated requirements for:	
Rent Awards and Related Commitments (<i>Note A</i>)	44,800
Other Anticipated Grant Awards (<i>Note B</i>)	10,000
Less: Grant Awards to Date	112,450
BALANCE AVAILABLE FOR DISTRIBUTION	1,550

The total grant amount requested in this report is £8,000. Of this, £7,000 is already provided for as a rent award (see note A, below). The remaining £1,000 would be drawn from the balance available for distribution of £1,550.

Note A – This includes provision in respect of rental and support costs for tenants of Council-owned properties, including 2nd Beeston Sea Scouts, 2nd Kimberley Scout Group, 5th Stapleford Scout Group, Age Concern Eastwood, Bramcote Cricket Club, Broxtowe Play Forum, Chilwell Community Association, Eastwood People's Initiative, Stapleford Community Association and Toton Coronation Hall Community Association.

Note B – The estimated provision, based on grants awarded in 2021/22, in respect of other anticipated annual recurring grants to community organisations, including The Helpful Bureau.

4. Financial Implications

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

Any grant awards will be met from the established grant aid budget shown in the table above. Members are reminded that they will need to suitably constrain grant awards in 2022/23 if the budget is not to be exceeded. The total 'cash' grant requested in this report is £1,000. The additional sums requested in this report, when compared to the previous year, would amount to £1,000 if all applications are fully supported.

5. Legal Implications

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

6. Human Resources Implications

Not applicable.

7. Union Comments

Not applicable.

8. Data Protection Compliance Implications

There are no Data Protection issues in relation to this report.

9. Equality Impact Assessment

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

10. Background Papers

Nil.

APPENDIX

Applications

The following grant applications have been received for consideration in 2022/23:

		<u>Grant Award 2021/22</u> £	<u>Grant Request 2022/23</u> £
Speech, Sign and Song Club	1	nil	1,000
Toton Coronation Hall Community Association	2	7,000	7,000*
		Total	<u>8,000</u>

*The request of £7,000 from Toton Coronation Hall Community Association is wholly covered within the provision for rent awards.

1. SPEECH, SIGN AND SONG CLUB

The Speech, Sign and Song Club ('SSSC') was formed in 2009 and has recently (January 2022) formally become a registered charity with the Charity Commission. The main activity of SSSC is the delivery of regular specialised music group sessions to children who need support with social and communication skills. Through this, SSSC provides a unique educational and therapeutic, safe and fun activity for those who may be unable to access other community groups owing to their communication difficulties and associated emotional/behavioural/other issues.

SSSC works closely with parents and carers, sharing information and strategies to help their children's communication skills. SSSC also encourages parents and carers to support each other emotionally and practically and organises occasional training sessions for them on relevant topics of interest.

Groups run in Beeston and Toton, serving anyone who can travel to them. This is mainly residents of Nottinghamshire, though sometimes families come from Derbyshire and Leicestershire. There may be up to 16 families engaged as members at any one time. Currently 4 families resident in Broxtowe are members of the group, however this can vary over time. A small (£4/5) charge is made for each meeting of the group, though concessions are made on a case-by-case basis.

SSSC feels that it provides a unique service to a very specific section of the community - children with communication difficulties and their families. This includes children with autism, Down's syndrome and other conditions. SSSC groups offer children carefully tailored opportunities to gain confidence, make friends and learn vital communication skills in a safe and non-judgmental atmosphere.

Financial Information

SSSC has provided an Income and Expenditure Account for the year ended 31 August 2022 along with a Statement of Assets and Liabilities as at 31 August 2022. Total income for the year was £6,923 (2021: £7,752) which comprised primarily of grant income from Jessie's Fund of £3,837, fees and registrations of £830 and fundraising of £956. Total expenditure for the year was £9,661 (2021: £11,287) which comprised primarily of the cost of Music Leaders and Planning of £7,950, room hire of £937 and sundry administration costs.

Total Net Assets as at 31 August 2022 was £4,155, comprising entirely of cash and cash equivalents of £5,206 less £570 in unrepresented cheques and other outstanding liabilities.

No other applications for grant funding are currently in progress, however SSSC is in the process of investigating further possible sources including other public authorities, charities and private grant-awarding bodies.

Grant Aid Request

For 2022/23, SSSC has requested grant aid of £1,000 as a contribution towards the cost of providing weekly and monthly sessions during spring term 2023. This is the first time SSSC has applied to this Council for support. Such an award would be in line with the Council's Grant Aid policy for the following key reasons:

- The services provided by SSSC benefit Broxtowe residents and are complementary to the services provided by the Council.
- SSSC targets the needs of vulnerable and disadvantaged sections of the community.
- Caring Organisations such as SSSC are a specific category of organisation welcomed to apply for Grant Aid.

2. TOTON CORONATION HALL COMMUNITY ASSOCIATION

The Toton Coronation Hall Community Association ('TCHCA') is responsible for the management and operation of the Coronation Hall on Portland Road in Toton which opened in 1953 and is owned by this Council.

The aim of the Community Association is to provide the best possible social meeting place for Toton and the surrounding area. A variety of groups utilise the facilities for educational, recreational, leisure and sporting activities, including keep-fit clubs, dance instruction, social dancing, Zumba, Fitsteps and whist along with some private parties and other functions.

Financial Information

TCHCA has provided its annual accounts for the year ended 31 July 2022 for scrutiny. Annual income amounted to £16,624 (2021: £15,785), comprising almost entirely of rental income for the hall and Grant Aid from this Council.

Expenditure of £14,693 (2021: £12,999) included rent (£7,000), utilities (£4,157), insurance, repairs and renewals and cleaning. Cash and bank balances as at 31 July 2022 were £16,653. TCHCA has indicated that reserves are earmarked towards general repairs and improvement of the premises.

Grant Aid Request

For 2022/23, Toton Coronation Hall Community Association has requested a grant of £7,000 to cover the market rental of the Coronation Hall. This grant award would be for a period of one year, with the potential award being matched by allowances within the premises income budget. Such an award would be in line with the Council's Grant Aid policy for the following key reasons:

- The services provided by TCHCA benefit Broxtowe residents and are complementary to the services provided by the Council.
- TCHCA and the groups which operate from Coronation Hall target the needs of vulnerable and disadvantaged sections of the community, in particular helping to combat loneliness and social exclusion within the Borough.
- Community Associations such as TCHCA are a specific category of organisation welcomed to apply for Grant Aid.

The Council has previously supported TCHCA with grant aid towards its premises rental with the grants awarded in the past four years being as follows:

2021/22	£7,000
2020/21	£7,000
2019/20	£7,000
2018/19	£7,000

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Report of the Portfolio Holder for Resources and Personnel Policy

CUSTOMER SERVICES STRATEGY 2023-20261. Purpose of Report

To request approval for the new Customer Services Strategy 2023-2026.

2. Recommendation

Cabinet is asked to RESOLVE that the Customer Services Strategy 2023-2026 be approved.

3. Detail

The new Customer Services Strategy 2023 to 2026, set out in the Appendix, details the actions that will be taken to continue the development of Customer Services throughout the Council.

The Strategy outlines the developments the Council will consider over the next three years. Although a significant amount of this is linked to the Customer Services Team, there will be a requirement for the whole Council to embrace the strategy and the developments it proposes.

The Customer Services Strategy has been developed in line with the current Corporate Plan, Communications Strategy and the Digital Strategy.

The new strategy has been developed to include the recommendations from the Overview and Scrutiny Committee, which was resolved at the Cabinet meeting on 1 November 2022.

4. Financial Implications

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

There are no additional financial implications for the Council at this stage with any costs being contained within existing budgets. Any significant budget implications going forward, over and above virement limits, would require approval by Cabinet.

5. Legal Implications

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

Whilst no direct legal implications arise from the report, a term of reference for the Resources & Personnel Policy Portfolio in the Constitution is:

To consider and recommend other such policies and strategies as Council may from time to time decide should be adopted.

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

Not applicable.

7. Union Comments

The Union comments were as follows:

Not applicable.

8. Data Protection Compliance Implications

Not applicable.

9. Equality Impact Assessment

Not applicable

10. Background Papers

Nil.



Broxtowe
Borough
COUNCIL

Customer Services Strategy

2023 -2026



We want to put all of our customers at the heart of everything we do



LOCAL / NATIONAL CONTEXT

OUR OBJECTIVES

ACTION PLAN

Customers will feel positive about the customer service they have received from the Council.



Introduction

The way most people do business and communicate is changing rapidly.

We use cash less and pay by card more, we go to the shops less and order things online more, we write letters less and use email more. Many of us contact organisations through social media now, rather than give them a call, email or visit in person. Increasingly, we're doing all these things from just one device, be it a smartphone, laptop or tablet.

Broxtowe Borough Council, like other councils and central government, has made more and more of its services available over the Internet, and this move to online will continue. Most people find it more convenient to get information or to access services in this way. For those who find this difficult, we will provide help to support the online transition. Where this isn't possible, we will continue to provide a support to customers to make all of our services inclusive.

The new ways of doing business also save us money, which is now more important than ever. We have far less to spend than we had a few years ago. Broxtowe has been very successful in maintaining front-line services while Government funding has been falling. We need to keep striving to make the most of every pound we get. Every time you access Council services online you are helping us save the money we need to maintain the public services on which thousands of people rely and enjoy every day.

Broxtowe Borough Council, using this strategy, looks to develop new ways of supporting our communities and businesses in a post Covid-19 environment.

This Customer Services Strategy has been developed in conjunction with the Council's Communication and Digital Strategies and is designed to provide a clear expectation across all the Council's services, ensuring a better experience for all our customers. We will focus on ensuring our employees are fully trained, working smarter and develop our partnership working with other organisations, such as the Citizens Advice. Further consultation is highlighted on page 4.



Scope



We want to put all of our customers at the heart of everything we do, reflecting their feedback in the design and delivery of services, and to provide appropriate support to those who need it ensuring that customer experiences are easy, effective and convenient.



Alignment to the Corporate Plan, Vision and Values

The Customer Services Strategy supports the Council’s vision and Corporate Plan in assisting and developing services focused on

achieving the Council’s priorities and GREAT values, such as good quality housing, going the extra mile and valuing employees.

It’s GREAT values are:

- **G**oing the extra mile - a strong, caring focus on the needs of all communities
- **R**eady for change - innovation and readiness for change
- **E**mloyees - valuing employees and enabling the active involvement of everyone
- **A**lways improving - continuous improvement and delivering value for money
- **T**ransparent - integrity and professional competence

The Council’s vision is:

“Broxtowe...a greener, safer, healthier Borough, where everyone prospers.”

It’s priorities are:

- **Housing** - a good quality home for everyone
- **Business Growth** - Invest in our towns and our people
- **Environment** – Protect the environment for the future
- **Health** - Support people to live well.
- **Community Safety** - A safe place for everyone

Context

Local Context

Broxtowe has over 110,000 residents*

National Context

- Welfare Reforms including Universal Credit
- Post Covid-19 regeneration
- The impact of digital technology – customers now expect a 24/7 service.
- On average a UK Adult spent 3 hours 59 Minutes a day online*

- 21% aged 0 to 17*
- 57% aged 18 to 64*
- 22% aged 65 and over*
- Broxtowe Borough Council Digital Strategy
- Broxtowe Borough Council Communications and Engagement Strategy
- Supporting the most vulnerable in the community
- Use of Social Media as communication channel
- Alignment with other Council Services, such as the Digital and Communications Strategy
- Consultation with the Council's Chief Officers and Heads of Service
- Consultation with the Disability Forum
- Consultation with Elected Members through the Overview and Scrutiny Working Group



* The Customer Services Strategy has been informed by national research conducted by OFCOM Communications Market Report 2022 and the Office for National Statistics 2021 census data.

Where are we now?

In 2007 Broxtowe Borough Council introduced a Customer Services Section to ensure it met Customers needs whilst providing a high quality and consistent service.

The results of the latest Budget Consultation showed that 65% of customers were satisfied or very satisfied with the service they received from the Council.

The Council is responsible for providing a wide variety of services. These services are all public focused and range from Housing though to Public Parks. All of these services are managed with the Customer in mind and ensure the best service is provided at all times.

IN 2021/22

110,000+

phone calls were taken by the Customer Services Team.



- Council Offices open to the public during the pandemic.
- Access to the Citizen Advice (CAB) and Police teams within the Council Offices. Providing a hub of services in one place.

83,086 online and ATP payments **128% INCREASE** in the last 5 years

850,813 visits to the Council's website

7,084 Broxtowe Borough Council likes on Facebook

7,891 Broxtowe Borough Council twitter followers

447,936 online transactions a **77%** increase in the last five financial years

2021/22 was a challenging year for the Council's Customer Services Team with a range of factors contributing.

The Team has found their resources have been stretched during busy periods, such as when dealing with the Household Support Fund and Energy Rebate. However, this hasn't stopped the Council receiving a significant number of compliments during the year. Here are some of the compliments the Council has received during the last year

Environment Team providing chat benches in areas of the borough

Economic Development Team Securing £21 Million New Towns Fund for Stapleford

Housing Operations visiting to provide advice and support on the lifeline base unit and connections

Repairs Team going the extra mile in Toton to assist with a broken sewer pipe under a kitchen floor

Customer Services Team being clear, friendly, helpful and efficient

Environment Team save a house from flooding

Support Services and Customer Services going the extra mile to support a victim of Domestic Abuse

Environment Team making an excellent job of pruning and path edging

Grounds maintenance for the work in clearing pavements and parking spaces to make the area look clean and tidy

Our Objectives

One Organisation

Customers will receive a service that is seamless throughout the Council.

Positive customer experiences

Customers will feel positive about the customer service they have received from the Council.



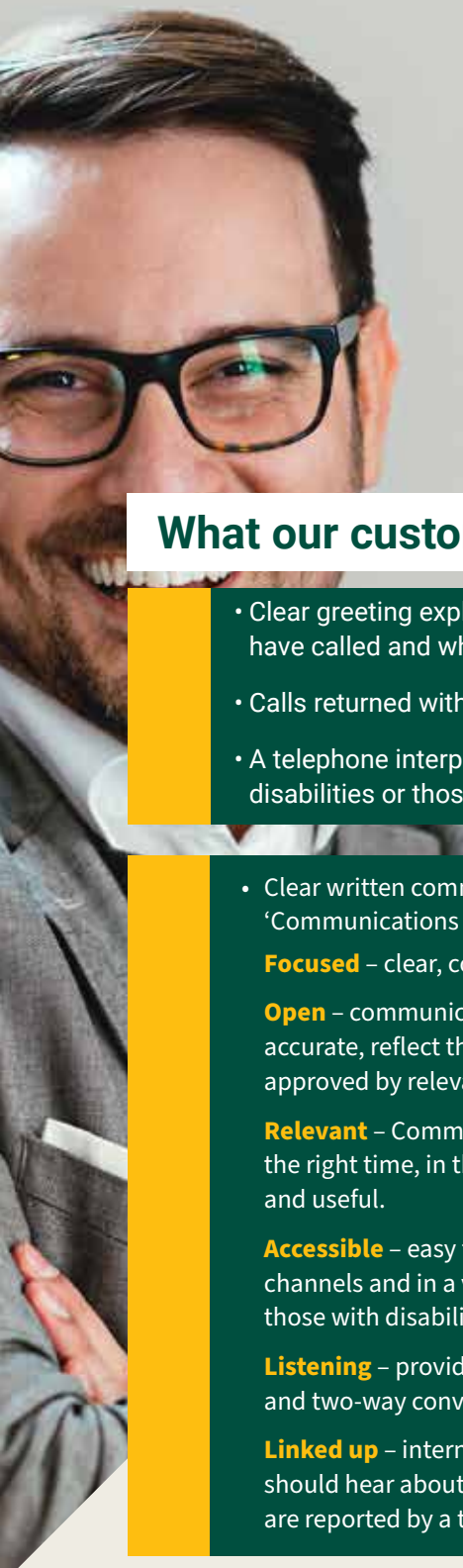
Digital Inclusion

Digital is the first choice of most customers, with support available for those who are not online.



Investing in our team

Council employees understand what good customer service looks like and are focused on delivering excellence for our customers.



Customer Services Standards

What our customers can expect

- Clear greeting explaining the department they have called and who they are talking to.
- Calls returned within one working day.
- A telephone interpreting service for people with disabilities or those who speak other languages.



- Clear written communications which follows the 'Communications For All Principles'

Focused – clear, concise and jargon free.

Open – communications should be factual, accurate, reflect the position of the council and be approved by relevant Senior Managers.

Relevant – Communicated to the right people, at the right time, in the right way and be informative and useful.

Accessible – easy to access through appropriate channels and in a variety of formats suitable for those with disabilities and inclusion needs.

Listening – provides opportunities for feedback and two-way conversations wherever appropriate.

Linked up – internal stakeholders and partners should hear about changes or issues before they are reported by a third party or in the media.



- Accessible services.
- Waiting times are kept to a minimum.
- To be treated fairly and with respect.
- Requests resolved at the first point of contact in 80% of enquiries.



What we can expect from our customers

- Our employees to be treated politely and with respect.
- To provide us with the details we need to help resolve your enquiry
- To provide constructive feedback so we can continue to improve.
- To consider the use of digital methods with our support.

Positive Customer Experiences

Customers will feel positive about the customer service they have received from the Council.

The service will provide customers with confidence that they have been listened to, had their request dealt with and been communicated with appropriately. There will be times that the outcome is not always to the customer's satisfaction but they should still feel that they were listened to and any decisions should be communicated appropriately.



Actions

- 1 Ensure that all Council employees follow the Customer Service Standards. These will be communicated through the Council's Induction Training and ongoing reviews for existing employees.
- 2 Conduct meaningful consultation with customers to establish how we are performing.
- 3 Use performance data and the expertise of the Customer Services Team to develop customer profiles to establish the best ways to support them with their enquiries.
- 4 Develop a modern reception area, which allows customers to access the Council's services using different channels.
- 5 Continue our partnership working with CAB and Police in the Council Offices but also look at ways of even further partnership working to provide better customer services.
- 6 The Council will continue to evaluate the development of new technology and opportunities to improve services.
- 7 Continue to reduce the levels of abandonment rates when telephoning the Council.
- 8 Continue to provide Induction overview and develop ongoing Council Wide Customer Services training.
- 9 Develop standardised answerphone responses, whilst maintaining the corporate telephone answering greeting with associate monitoring for all Council Officers.
- 10 Regular reports to the Council's General Management Team and Elected Members detailing levels of performance.



Digital is the first choice of most customers, with support available for those who aren't online.

Digital Inclusion

Working in line with the Council's Digital Strategy, taking advantage of technological improvements and on-going customer and organisational needs; making digital our customer's access channel of choice. Where digital is not an option for customers, the Council will support them through the process or keep other channels such as telephone or face to face accessible.

Actions



1

Work with the Corporate Communications Team to review how social media enquiries are dealt with and how this can be improved in the future. The Council understands that Customers are using social media more frequently to interact with the Council.

2

Procure and implement a new Customer Services telephone system with appropriate reporting software.

3

Evaluate customer benefits and associated costs of additional software, such as instant messaging, customer portals and web chat to help make services more accessible. The aim is to make all services accessible digitally.

4

Promote digital first to customers and work with those who aren't online to ensure they are helped to do things digitally if they can and that their needs are still met if they can't.

5

We will provide support to those individuals that wish to use digital methods but do not have access by providing digital facilities at the Council Offices and trained employees to assist.

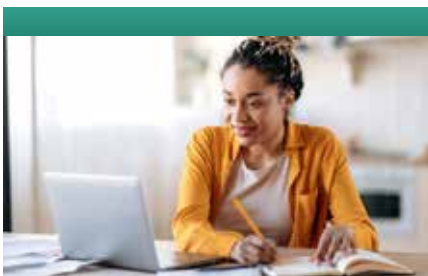
6

Ensure all Equalities Impact Assessments are completed, evaluated and relevant mitigation is implemented as part of any new digital developments.

Our Team

Council employees understand what good customer service looks like and are focused on delivering excellence for our customers.

Customer Services goes far beyond the output of the Customer Services Team and each phone call, email and face to face interaction with stakeholders has the ability to shape their perception of the Council and what it is trying to achieve. Employees are our biggest asset and creating clear, consistent and effective communications channels with them will have a positive impact on our external relationships and reputation.



1 Support team members gaining professional qualifications through organisations such as The Institute of Customer Services and The Institute of Revenues Rating and Valuation.



2 Continue to improve the performance framework to ensure the Customer Services Team have clear targets to work to and promote a positive and proactive service.



3 Evaluate the possibility of becoming a member of the Institute of Customer Services and using external benchmarking exercises, making sure we are using "good practice" when supporting customers

4 Evaluate and further develop our knowledge database providing detailed process maps and procedures and adapting these to include "good practice" where identified.

5 Provide a detailed Training Plan for all Customer Services Officers based upon the existing Training Framework.

6 Undertake monitoring of call handling and performance data, providing feedback through regular meetings with individuals in the team.

7 Evaluate contingency options to enable a consistent service is provided in the event of employee shortages.

8 Ensure the team are valued by identifying new approaches to motivation, reducing employees turnover and sickness.

9 Identify new areas in the Council that would benefit from the support of the Customer Services Team

10 Look to train and develop individuals in the Customer Services Team to communicate using British Sign Language.

Action Plan

Action	Responsible	Customer Benefits	Target Date
1 Ensure Customer Services Standards are followed by all employees	Head of Revenues, Benefits and Customer Services	Customers will be able to identify who they are talking to immediately	Ongoing Review
2 Conduct regular Customer Service satisfaction surveys	Customer Services Team Leaders	Allow the Council to identify areas for improvement	September Annually
3 Implement new Microsoft Teams Telephony system	ICT & Business Transformation Officer	A more robust system for customers contacting the Council	March 2023
4 Ensure Standardised Telephone and Answerphone responses for all Council Officers	Head of Revenues, Benefits and Customer Services	Customers will be able to identify who they are talking to immediately	January 2023
5 Conduct 1-2-1's and regular Team Meetings with the Customer Services Team providing feedback on performance and identifying training needs	Customer Services Team Leaders	Provide a detailed Training Plan for all Customer Services Officers based upon the existing Training Framework	Monthly
6 Develop a modern reception area	Head of Asset Management	Provide a welcoming reception area for visitors	April 2024
7 Explore the use of additional software, such as instant messaging, customer portals and web chat to help make services more accessible.	Head of Revenues, Benefits and Customer Services	Identify technology that will improve the customer experience	September 2023
8 Promote digital first to those able to use this service with support from Council employees	Customer Services Officers and Assistants	Providing services to customers 24/7	Ongoing Review
9 Support employees in gaining professional qualifications.	Head of Revenues, Benefits and Customer Services	Ensuring highly qualified employees to assist Customers	Ongoing Review
10 Evaluate the possibility of becoming a member of the Institute of Customer Services and using external benchmarking exercises	Head of Revenues, Benefits and Customer Services	Ensure the Council is learning from Best Practice	August 2024
11 Take steps to ensure telephone abandonment rate throughout the Council is below 10%	Head of Revenues, Benefits and Customer Services	Providing a quicker and more efficient service	Ongoing Review

Action Plan

Action	Responsible	Customer Benefits	Target Date	
12	Evaluate and further develop our knowledge database providing detailed process maps and procedures and adapting these to include "good practice" where identified	Customer Services Team Leaders	Ensuring highly skilled and well trained employees to support Customers	April Annually
13	Model existing peaks in demand and proactively ensure adequate resourcing	Head of Revenues, Benefits and Customer Services	Ensuring highly skilled and well trained employees to support Customers	April 2023
14	Evaluate options to react in the event of staff shortages due to sickness or turnover	Head of Revenues, Benefits and Customer Services	Ensuring highly skilled and well trained employees to support Customers	April 2023
15	Ensure the team are valued by identifying new approaches to motivation, reducing employees turnover and sickness	Customer Services Team Leaders	Highly motivated employees to provide excellent Customer Service	Ongoing Review
16	Identify new areas of the Council that would benefit from the support of the Customer Services Team	Head of Revenues, Benefits and Customer Services	Providing a quicker and more efficient service	June 2024
17	Train and develop individuals in the Customer Services Team to communicate using British Sign Language	Customer Services Team Leaders	Ensuring enhancements in the accessibility of the Council's Services	December 2023

This document is available in large print upon request.

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www.broxtowe.gov.uk/socialmedia



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Report of the Portfolio Holder for Resources and Personnel Policy.**WELLBEING STRATEGY**1. Purpose of Report

Cabinet is asked to note the Wellbeing Strategy.

2. Recommendation

Cabinet is asked to NOTE the Wellbeing Strategy.

3. Detail

A new Wellbeing Strategy is attached as appendix 1 to this report.

The Council recognises that the Health and Wellbeing of its employees are integral to its success and whilst many support mechanisms, initiatives and tools are already in place, the strategy outlines our aims and how we will achieve promoting wellbeing at work.

Data was analysed from the 2022 Employee Survey along with existing support on offer. The roles of HR, Managers and Trade Unions are also clearly outlined to offer employees as much support as practically possible.

The Strategy is closely aligned with the existing Corporate Plan and People Strategy, along with emphasis on our 'GREAT' values. Our existing suite of HR policies that focus on Wellbeing (including family friendly policies) also solidifies our commitment to our employees in improving and managing health and wellbeing.

Success will be monitored using the Council's Performance Management system (Pentana) and reported back via the appropriate Committees.

4. Financial Implications

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

There are no additional financial implications at this stage with any costs being contained within existing budgets. Any significant budget implications going forward, over and above virement limits, would require approval by Cabinet.

5. Legal Implications

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

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

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

7. Union Comments

This Strategy has been shared with the Local Joint Consultative Committee to give the Unions an opportunity to comment.

8. Data Protection Compliance Implications

Not applicable

9. Equality Impact Assessment

Not applicable

10. Background Papers

Nil

Wellbeing Strategy 2022-2026

1. **Introduction**

Good health is a combination of physical, emotional and mental wellbeing. Many factors can influence each of these factors. Work can be a positive driver for developing an individual's potential, for enabling people to make a distinctive contribution to society, and our workplaces can be places where we can receive affirmation, encouragement and support. We spend a lot of our time at work. Playing a valued part within a team that is striving to improve places and community for tens of thousands of people is a wonderful thing. Many people within our organisation can look back at a lifetime of public service and feel that all their hard work has been worthwhile and much of what they have achieved will stand the test of time. This strategy aims to ensure that we create the conditions for people to flourish in our organisation, in order that they can do their best work, enjoy what they do and find it fulfilling. It also aims to help us as colleagues to care for each other increasingly well during the bad times as well as the good.

Ruth Hyde OBE Chief Executive

2. What is Health and Wellbeing?

Wellbeing is about feeling good and functioning well and comprises an individual's experience of their life; and a comparison of life circumstances with social norms and values.

Wellbeing exists in two dimensions:

Subjective wellbeing (or personal wellbeing) asks people directly how they think and feel about their own wellbeing, and includes aspects such as life satisfaction (evaluation), positive emotions (hedonic), and whether their life is meaningful (eudemonic).

Objective wellbeing is based on assumptions about basic human needs and rights, including aspects such as adequate food, physical health, education, safety etc. Objective wellbeing can be measured through self-report (e.g., asking people whether they have a specific health condition), or through more objective measures (e.g., mortality rates and life expectancy).

3. Benefits to the Employee and the Council

According to the Chartered Institute of Personnel and Development (CIPD), fostering employee wellbeing is good for people and the organisation. Promoting wellbeing can help prevent stress and create positive working environments where individuals and organisations can thrive.

Kind and compassionate workplaces which practice high quality wellbeing support experience competitive advantages through

- Higher levels of innovation (because a wellbeing centred approach fosters psychological safety)
- Better service quality (because employees who feel cared for are more likely to be motivated by a philanthropic approach to customers)
- A better culture of collaboration (because wellbeing builds trust and respect)
- Higher retention of talented people (people who feel supported and cared for have increased organisational loyalty and commitment)
- Higher levels of employee and customer engagement (people feel listened to)
- Better adaptability to change (because an active support for wellbeing alleviates the pain caused by change processes and sparks passion that motivates successful change)

4. Employee Survey

The June 2022 Employee Survey indicated the following results:

- 90% understood the Council's values
- 88% are aware of what means of support are available through work
- 86% believed that the Council respects individual differences (e.g. culture, backgrounds, ideas)
- 79% believe the Council supports a balance between work and personal life
- 76% felt supported at work in relation to mental health and wellbeing
- 70% felt able to disclose a mental health issue to their Manager.

The Council recognises that its employees are its greatest asset and are key to being able to undertake and implement the strategic aims and objectives set out in the Corporate Plan. We believe that it is our people that give us a competitive advantage and help us strive to become an employer of choice. We are proud of our diverse workforce and are committed to the positive and continual development of all staff who work here, enabling us to provide excellent service delivery and endeavour to provide best value to all of our residents and customers.

5. The Pillars on which the Wellbeing Strategy is based.

Whilst there is no ‘one-size-fits-all’ approach, the Council recognises that there are several ‘pillars’ on which a successful wellbeing strategy can be built.

Health

This comprises of physical health and safety and mental health. The Council provides Health promotions and health checks for employees, wellbeing benefits through its Employee Assistance Programme, options to purchase health insurance via Payroll, Occupational Health support and managing and supporting disability across the workforce.

Good Work

The Council has invested in new office space including new chairs, desks and décor encouraging an open, agile and inclusive environment for all employees. Policies and procedures are in place to support all employees in their work and Line Managers are trained to implement these at the ground level. Job Evaluation is in place to ensure fairness, eliminate equal pay issues, and ensure fit for purpose job design and structures to promote job satisfaction. Change is managed effectively through collaboration and consultation with employees and trade unions and communicated via appropriate channels. Pay and reward is fair and transparent in line with local and national policies.

Values/Principles

The Council prides itself on its ‘GREAT’ values, instilling these in employees and embedding within the organisation’s culture. Values-based leadership is led by GMT and clear objectives and organisational goals are communicated regularly, building trust and encouraging corporate responsibility across all employees. The Council encourages dignity at work and ethical standards, training all employees regularly to ensure compliance. Diversity and inclusivity is promoted to ensure equality and that cultural differences are valued.

Collective/Social

Positive management styles promote teamworking, collaboration and consulting – giving employees a voice and involvement in decision-making. This also includes dialogue with Trade Unions to encourage healthy communication and relationships across the Council.

Personal Growth

Within the umbrella of career development, the Council facilitates personal and professional growth through training opportunities leading to vocational qualifications, along with an annual performance appraisal to identify areas of growth and skills improvement. All employees have access to training and development opportunities.

The Council has a culture of 'life-long learning' demonstrated by its Apprenticeship Programme through to Senior Managers undertaking degree courses. A Coaching and Mentoring programme is also now in place facilitated by HR. Succession Planning is an integral part to the Council's success and 'growing our own' has proved a positive initiative.

Lifestyle

Good lifestyle choices are encouraged, with employees having access to reduced Leisure Centre membership. The Council operates a 'Live Well' initiative, supporting smoking cessation along with signposting to organisations to support a generally healthier lifestyle.

The Mental Health Employee Champions Group consists of Mental Health First Aiders to support employees and various initiatives throughout the year are promoted. The Council's Employee Assistance Programme also enables employees to seek advice on lifestyle and wellbeing, free of charge.

Financial Wellbeing

The Council is a Living Wage employer, ensuring that our pay rates are higher than the National Minimum Wage. We also ensure our annual pay increases are in line with those negotiated at National level within Government. Employee benefits are on offer through Brock's Benefits, providing discounts at supermarkets and major retailers. A flexible retirement scheme is in operation to ensure a phased transition into retirement is available. The Council also pays for employees considering retirement to attend a Pre-Retirement course which covers financial planning.

The Employee Assistance Programme offers debt counselling and signposting to external advice if required.

The Council implements the nationally agreed Local Government pay award each year (usually April) and applies the percentage agreed to our Broxtowe Local Pay Scales in-line with the collective agreement between the national Employers and the Trade Unions.

In addition, employees are offered a cash option for long service at 25 years and each subsequent 5 years of service.

Burnout

In 2019, 'burnout' was recognised by the World Health Organisation (WHO) as an 'occupational phenomenon'. As lockdowns have drastically affected our work-life balance and working environments, we've conducted regular research to ascertain the public's perceptions of burnout and the contributing factors, considering the pandemic.

'Burnout' is a state of physical and emotional exhaustion. It can occur when you experience long-term stress in your job, or when you have worked in a physically or emotionally draining role for a long time.

Common signs of burnout:

- Feeling tired or drained most of the time
- Feeling helpless, trapped and/or defeated
- Feeling detached/alone in the world
- Having a cynical/negative outlook
- Self-doubt
- Procrastinating and taking longer to get things done
- Feeling overwhelmed

To support employees who may be suffering from burnout, Managers should meet with them at the earliest opportunity and complete a Stress Risk Assessment (Appendix 1) and a Wellbeing Plan (Appendix 2). The Manager should also contact HR to discuss additional support mechanisms such as counselling, occupational health etc.

6. Roles and Responsibilities

Manager's Role

The role of Managers in Wellbeing is crucial to its success. Employees are more likely to engage in Wellbeing initiatives if Managers are leading and actively participating and encouraging their teams. Line Managers are strategically positioned to cascade Corporate objectives direct to employees at ground level and should therefore be ideally placed to implement and embed wellbeing initiatives in day-to-day operations and departmental culture. Managers should be responsible for fostering an inclusive and positive management style within their teams, that reflect the goals and Corporate objectives of the Authority. Managers are provided with training and given the tools to positively impact the wellbeing of their teams and should intervene at the earliest opportunity.

HR Role

HR play a lead role in the Wellbeing agenda across the Council. They are responsible for day-to-day wellbeing practices and for promoting initiatives to improve wellbeing for all employees. HR should provide Managers and employees with tools, opportunities and advice in relation to wellbeing and work closely with both to identify early intervention and longer term support. HR are responsible for ensuring that policies and procedures are fit-for-purpose and should be progressive and supportive, in addition to being implemented with compassion and understanding.

Trade Union's Role

The Council works closely with our Trade Union colleagues to ensure positive working relationships that are mutually beneficial to both employees and the organisation. Trade Unions have access to a wide range of tools for their members

and can assist with signposting to relevant and appropriate support. The Council will engage with the Trade Unions for additional support wherever appropriate.

7. The Wellbeing Strategy's alignment with the Corporate Plan and People Strategy

The Corporate Plan's vision confirms that 'Broxtowe will be a great place where people enjoy living, working and spending leisure time'.

The People Strategy's Vision for the Council is that 'all employees are positively developed, successfully equipped and actively encouraged to contribute to the organisation's success through flexible and agile working, partnership working and adapting to a fast-changing business environment'.

The Council intends to achieve both the corporate and the people vision by:

- becoming more business-oriented and commercially-minded
- striving to become more agile, flexible and adaptable
- ensuring succession planning for the future
- promoting employee engagement and **investing in wellbeing**
- partnership working and sharing services with other local authorities
- equipping employees with transferable skills
- training and developing employees to encourage 'life-long learning'
- celebrating success
- actively promoting equality and diversity
- encouraging accountability and promoting good stewardship of resources and assets

The People Strategy and the Council's Corporate Plan, and Business Strategy are aligned to ensure the aims and objectives of the key supporting services are mutually reinforced to achieve greater impact and more focused results. Whilst the Corporate Plan sets out '*what*' we are going to do, the People Strategy sets out '*how*' we are going to do it.

The People Strategy consists of the following strategic themes:

- **building inspirational leadership and celebrating success**
- **developing an agile and flexible workforce**
- **investing in life-long learning and succession planning**
- **promoting diversity and equality across our workforce and borough**
- **working with partnership agencies to deliver second to none services**

These themes are part of the Council's mandate to actively 'do' and achieve its aims and objectives over the next four years.

8. The Wellbeing Strategy's vision

The vision of the Wellbeing Strategy is that

Employees will feel highly satisfied with the support the Council gives for their mental, physical and emotional wellbeing, using a variety of personal

support, external and internal resources, tools and mechanisms, and will feel that the Council is continuously looking to improve existing support offered.

This strategy is intended to work alongside the Council's existing policies including:

- Attendance Management
- Stress Management
- Alcohol & Substance Misuse
- Smoke-free Site Policy
- Family Friendly Policies including Agile Working, Compassionate Leave, Emergency Time Off for Dependents
- Supporting Employees with Long-term Health Difficulties
- Career Break Policy
- Carer's Policy
- Menopause Policy
- Neurodiversity Policy
- Salary Sacrifice (Childcare Vouchers, Cycle to Work, Lease Car)
- Domestic Abuse Policy
- Anti-bullying and Harassment Policy
- Grievance Policy
- Dying to Work Pledge
- Disability Confident Leader status

9. Aims of the Wellbeing Strategy

The aims of the Wellbeing Strategy are:

- **To implement the Council's 'GREAT' values by 'valuing employees' through wellbeing support**
- **To support all employees to maintain a balanced lifestyle and a healthy work environment**
- **To invest in the wellbeing of our employees to continue to make Broxtowe an 'employer of choice' and to attract/retain talent**
- **Supporting Managers to manage effectively to ensure every employee can flourish and fulfil their potential**

10. Action

We intend to take action to implement our aims in the following ways:

- A. To implement the Council's 'GREAT' values by 'valuing employees' through wellbeing support**

Already we:

- Provide access to a range of "well person" checks and flu vaccinations and use of a health and wellbeing budget.
- Use of an occupational health service and implementation of reasonable adjustments when required

- HR policies including the absence management policy which supports people on short term or long term sickness.
- The implementation of a mental health action plan and a mental health champions group, who are qualified mental health first aiders.

We intend to:

- Extend the range of options available to support employees with mental health challenges, for example through the use of wellbeing apps, training in managing stress and anxiety; and relaxation training.
- Review the employee assistance programme and explore options which may improve the content, availability and reach of this service.
- Improve our expertise in supporting employees who have terminal illnesses, or whose family members have life limiting conditions, including access to bereavement support.
- Explore the potential of provision of benefits in kind through co-location of voluntary sector partners using surplus office space, thereby providing access to advice and support for employees experiencing mental health or domestic violence issues
- Explore the provision of hardship grants and loans for employees on grade 7 and below to support them with cost of living pressures.

B. To support all employees to maintain a balanced lifestyle and a healthy work environment

Already we:

- Have invested in our office workplace to modernize the work environment; provide flexible spaces for different working style needs and preferences; kitchen facilities, wellbeing room and prayer room spaces.
- Provide a range of flexible working practices including remote working; flexible retirement; term time working; part time working, flexible working hours.
- Have a range of supportive HR policies including emergency time off; paternity and maternity leave; tax free vouchers for child care; adoption leave; holiday purchase, career break; job sharing; and compassionate leave.
- An active approach to stress management, a stress management policy and wellbeing action plan
- Half price leisure centre health and fitness memberships for employees

We intend to:

- Develop more practical support for employees who have elder care responsibilities.
- Consider how we can best support and encourage employees who are foster parents.

- Support employees to become more physically active to counteract increases in online working through exploring ways to support physical activity during the working day, eg standing desks and walking meetings.
- Explore a new employee volunteering scheme.
- Develop our approach to supporting employees with anxiety problems

C. To invest in the wellbeing of our employees to continue to make Broxtowe an ‘employer of choice’ and to attract/retain talent

Already we

- Have secured Disability confident “leader” status for the way in which we recruit and support employees with disabilities
- Actively use our job evaluation system, including the use of market supplements, to ensure we recruit and retain the best talent
- Provide access to the Tusker car lease scheme; access to tax free cycle loans; Brocks Benefits package and access to car loans
- Provide access to coaching and mentoring, training and development; management training; apprenticeships and graduate and postgraduate training; and career development secondments.
- Celebrate employee excellence through the Broxtowe “employee of the year” and “team of the year” awards; weekly “shout outs” for employees living out the values, and employees of the month highlighted in senior management briefings
- Provide development opportunities for Employees within Broxtowe and succession planning possibilities.

We intend to develop this by

- In partnership with local travel companies including the NET, exploring more support for sustainable travel options for employees
- Reviewing our rewards for employee loyalty
- Seeking to secure silver and gold award status under the Defence Employer recognition scheme
- Building on our expertise in employing people with disabilities and seek to develop it further
- Working closely with employees and trade unions to gain insight and ideas as to how we can positively respond to health needs
- Developing our approach to equality and diversity in the workplace by coming up with action plans to ensure greater diversity at head of service and management level and eliminate the gender pay gap within the whole organisation.

D. Supporting Managers to manage effectively to ensure every employee can flourish and fulfil their potential

Already we:

- Have signed the “mindful employers” charter
- Are training all Managers to become qualified mental health first aiders

- Providing support and training for Managers to support them to provide high quality management to employees who have neurodiverse conditions
- Have individual personal appraisals and development plans for every employee

We intend to develop this by

- Quality checking and seeking to find ways to improve, the application of the annual appraisal system
- Listen to LGBTQ employees, and identify and overcome any direct or indirect discriminatory barriers experienced by them.
- Provide further support to managers to enable them to appropriately respond to threats of suicide and self-harm
- Support Managers to improve employee resilience, and identify and respond to employee burnout.

11. What Support Do We Provide Our Employees?

The following is a more detailed summary of our existing wellbeing support to employees:

Disability Confident

The Council is a Disability Confident Leader and is committed to supporting employees to remain in work by making reasonable adjustments and removing any barriers or stigma about disabilities and mental health conditions.

Employee Assistance Programme

The Council provides all employees with access to an Employee Assistance Programme (Care First). Care First offers free, 24/7, confidential support via trained Counselors both via telephone and online. Employees are able to received up to eight sessions of Counselling free of charge. The Care First website offers a wide range of wellbeing resources including webinars, budget calculators and various tools to support both work and home difficulties.

Occupational Health

The Council supports its employees who may be struggling with health and wellbeing difficulties by offering a bespoke Occupational Health service via David Barber Occupational Health. Appointments are held in person, over the phone or virtually if necessary. Occupational Health provide both the employee and Council advice on how to support the employee with their wellbeing and health.

Wellperson Checks

From time to time, the Council offers wellperson checks free of charge to employees. This includes cholesterol, blood pressure, hearing, osteoporosis and PSA testing (prostate). Wellperson checks are undertaken by David Barber Occupational Health at both the Council Offices and Kimberley Depot.

Mental Health First Aiders

A number of employees across different departments are certified Mental Health First Aiders to support colleagues and signpost to appropriate further support. In

addition, the Council has an internal Trained Trainer to ensure that more employees can receive formal training, including Heads of Service and Senior Managers.

Flu Jabs

The Council also offers seasonal flu jabs from time to time (where stock is available) and these are administered free of charge to employees at both the Council Offices and Kimberley Depot.

Gym Membership

Gym Membership is available to all employees at a discounted rate via the Council's wholly-owned company, L Leisure. Members have access to three Leisure Centres at Chilwell, Bramcote and Kimberley including access to gyms, swimming and classes.

Wellbeing Room

A designated Wellbeing Room was built in 2021 for exclusive use for employees. The room has been designed as a quiet space with sofas, access to water, fans and two internal smaller rooms appropriate for prayer use, for those observing religious occasions such as Ramadan. Mothers returning from maternity leave may also use the internal room to express if necessary.

Menopause Policy

A Menopause Policy was introduced in 2019 to recognise the need for appropriate support and guidance for employees experiencing the menopause (or perimenopause symptoms). The policy was designed to offer assurance that the Council acknowledges the impact menopause can have and put in place support measures such as adjusting trigger levels for absence.

Eye Testing

In relation to DSE (Display Screen Equipment) usage, employees are eligible for free eye tests via Specsavers and a generous contribution of £45 towards glasses.

Support For Carers

The Council signed a pledge in 2022 to support Carer's in Employment. The purpose of signing the Pledge was to acknowledge and support informal carers within our organisation and to ensure our policies such as Recruitment and Career Break Policies are inclusive of Carers.

12. Success Measures (Linked to Performance Management System)

We will measure how we achieve success in implementing our Wellbeing Strategy by:

(a) Objective measures

Monitoring data and setting annual appropriate targets

- Declining levels of absence;
- lower levels of turnover;
- gender pay parity;

- diversity of employment profile which matches the Borough profile;
- low levels of stress related absence

The annual workforce profile will provide annually reportable data on these measures. Annual targets will be included in the Resources Business plan reported annually to Cabinet as part of the budget process.

(b) Subjective measures

Conducting regular employee surveys and measuring results over time

- Rising levels of employee satisfaction
- High levels of awareness of support available for mental health problems
- High levels of satisfaction with support for mental health and wellbeing
- High levels of willingness to disclose mental health problems to a line manager

Working with Trade Unions through the LJCC to support employees' health and wellbeing

Benchmarking with other organisations to share and learn new health and wellbeing ideas and strategies

13. Helpful Contacts

Human Resources

Aaron Gidney – HR Manager

Neil Smith

Health & Safety Manager

Unison

Kim Dawson

Unite

Health & Safety Executive – hse.gov.uk

CIPD – cipd.co.uk

British Heart Foundation – bhf.org.uk

MIND – mind.org.uk

Investors in People – investorsinpeople.co.uk

COHPA – cohpa.co.uk

The Workplace Wellbeing Charter wellbeingcharter.org.uk

Report of the Portfolio Holder for Resources and Personnel Policy

SUPPORT FOR EMPLOYEES FACING FINANCIAL HARDSHIP1. Purpose of Report

To propose some measures which may support employees during the cost of living crisis.

73% of the Council's workforce is on grade 7 and below (the top of grade 6 is £28,245).

With inflation running in double figures, interest rate rises, increases in food and utility bills, the Council may wish to introduce some measures to support employees to cope with these pressures.

2. Recommendation

Cabinet is asked to CONSIDER proposals regarding the waiving of car parking fees where employees working at the Council Offices in Beeston; CONSIDER proposals for an Employee Hardship Grant and Employee Hardship Loan scheme and RESOLVE accordingly, with the £5,000 cost of the Employee Hardship Grant scheme to be funded from General Fund revenue balances

3. Detail

Three measures are proposed in the report:

- (a) Waiving of car parking charges where employees on Grade 7 and below come to the office to work attached at appendix 1.
- (b) An employee hardship grant budget of up to £5,000 per annum to be added to the HR section's budget at appendix 2.
- (c) An employee loan scheme at appendix 3.

4. Financial Implications

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

In terms of the proposal to waive car parking charges for employees on lower grades, the Council has issued 50 green discounted parking permits which enables employees who are non-designated car users the opportunity of all day parking for £1 per day. It is estimated that an average of ten employees use this discount on a daily basis. The loss of income would therefore be around £2,500 per annum, which would have to be managed within the overall car parking charges income budget.

The total cost of the Employee Hardship Grant scheme will be determined by demand. The proposal to create a £5,000 per annum budget will have to be funded from General Fund revenue balances as the Revenue Contingencies budget in 2022/23 has all but been exhausted (subject to other items on this agenda).

The total cost of the proposed Employee Hardship Loan scheme will also be determined by demand. In addition to the cost of administering and managing the loan scheme, the other cash cost will be the loss of interest received from the cash balances used to finance the loan scheme. If, for example, 50 employees were to take out the maximum loan, the loss of interest would be around £3,000 per annum. This loss of interest will be absorbed within the overall investment income budget.

5. Legal Implications

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

Whilst there are no direct legal implications arising from this report, if the Employee Hardship Loan and Hardship Grant schemes are approved, a suitable agreement setting out the terms and conditions will be required and provided by Legal Services.

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

None provided

7. Union Comments

The Union comments were as follows:

UNISON fully support this initiative being proposed by the Council. Employees are struggling with the current cost of living crisis, and this safety net could be a great help. Being in debt and worrying about finances can have a huge impact on people's work. UNISON has a welfare team and a hardship fund, but we are only able to assist those who are members. This new initiative would support those who are not in a union and require assistance.

Waiving car park charges would also be appreciated by those on the lower pay scales.

We would request that consideration is given to offering this assistance to employees at Grade 7 and below, as Grade 7 is the cut-off for most other things such as overtime

8. Data Protection Compliance Implications

None

9. Equality Impact Assessment

Not applicable

10. Background Papers

Nil

APPENDIX 1**Car Parking Charges**

Current studies show that the Council's car park at the rear of the Old Town Hall in Devonshire Avenue is now utilized around 27% of capacity. This car park is for essential car users to be able to park without charge in order that they may easily access vehicles which are essential to them carrying out their jobs.

Employees who are not essential car users are not able to park in this car park and have to pay car park charges on occasions when they work from the office (free car parking is available for employees based at Kimberley depot at the depot).

It is proposed to review the authorised number of employees who are able to park free of charge in Devonshire Avenue car park with a view to increasing utilization of the car park and enable more employees who is based in the office for work, but who are not essential car users to also use the car park free of charge. It will be important to do this without creating an overcapacity problem thereby causing disruption to those essential users who need to ensure quick and easy access to their vehicles for work. The situation will be carefully monitored to achieve the right number of potential users. For allocating car park passes to non-essential car users working in the office, those with longest service will have the greatest priority. Any remaining employees who work in the office who will continue to have to pay car parking charges would have these charges waived.

There is a risk that the introduction of these flexibilities may create a disincentive to make sustainable travel choices and Members are asked to take this into consideration when deciding whether or not to approve the proposal. In addition, there will be a lot of income from car parking fees. The overall impact of this is difficult to quantify but is not thought to be a significant amount.

APPENDIX 2**Hardship Grant Scheme**

Currently the only mechanism through which the Council can provide financial assistance to employees (apart from training) is through advance payment of salary and loans to purchase cars which are essential for the performance of employees' duties. Union members have access to hardship funds but the Council does not have such a facility. The council's total pay bill is around £12m.

Employees, the majority of which are on relatively modest salaries, currently face significant cost of living pressures and the council has a desire to recruit and retain people with talent to work at Broxtowe. Supporting employees going through difficult times in a tangible way reinforces our corporate value relating to "valuing employees and enabling the active involvement of everyone".

The introduction of a hardship grant scheme would build on the council's policies to support employees who are carers or who themselves have life limiting conditions, and those who support family members who have such conditions and would also support employees with disabilities, some of whom face additional expenses relating to their disabilities.

In the current context Councillors may wish to consider the allocation of a small budget (e.g. £5,000 in a full financial year, with a pro rata amount for the current financial year) to be available for exceptional hardship grants.

1. Criteria

The criteria for the award of a hardship grant would be (not an exhaustive list)

- Where support is needed to help defray an unexpected, necessary expense (e.g. a major car breakdown or key household appliance failure)
- Where the employee is experiencing acute temporary difficulties in managing monthly income and outgoings through unexpected events
- To support the employee in circumstances where additional costs arise through family bereavement, diagnosis of a life limiting condition or other personal emergency.
- Support with financial difficulties which have been incurred due to external events in a manner which is beyond the employee's control.
- Support employees who have disabilities with additional costs they may face through having a disability or which may assist them in overcoming personal challenges incurred through disability.

2. Amount and Numbers of Grants

Only one grant per employee per year of up to but no more than £250 each would be available only to employees on grade 7 or below.

3. Grant Requests:

Employees who are in need of a hardship grant would make their needs known to the HR Manager or a member of the HR section, who will deal with any requests in a confidential manner.

4. Decisions on Grants

Decisions on the award of a hardship grant will be made by the HR Manager, or that person's nominated deputy, provided that the decision is also supported in writing by a senior officer of head of service level or above. Care will be taken to undertake the process of decision making with sensitivity and confidentially.

5. Records

Records will be kept of grants which are made; those who are in receipt of grants, and the purpose for which grants are made for audit and transparency purposes. Any sensitive personal data will be processed in accordance with the Council's responsibilities under the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.

6. Hardship grants are not repayable and may be used in conjunction with the employee loan scheme described below, provided the total amount of both grant and loan made to an individual employee does not exceed a maximum of £1,500.

APPENDIX 3

Employee Loan Scheme 2022**1. INTRODUCTION**

- a. In recognition of the challenges individuals may be facing as a result of the current cost of living increases, the Council has taken the decision to introduce an Employee Loan Scheme (the Scheme).
- b. The aim is to provide support for those who may be facing financial hardship or financial difficulties at present. Examples of when this might apply (not an exhaustive list) are in situations such as:
 - Where support is needed as a result of an unexpected, necessary expense (e.g. a major car breakdown or key household appliance failure)
 - Where the employee is experiencing additional costs as a result of exercising caring responsibilities for elderly or disabled parents or dependent relatives of any age
 - To support the employee in circumstances where additional costs arise through family bereavement or diagnosis of a life limiting condition
 - Support with financial difficulties which have been incurred in a manner which is beyond the employee's control.
- c. This scheme may be withdrawn at any time and does not form part of an employee's contractual terms and conditions.

2. THE LOAN

This scheme is designed to provide support to individuals on grade 7 or below where such support is needed. The details of the scheme are as follows:

- The maximum loan amount has been set at 5% of your annual salary, to a maximum of £1,500. The reason for this limit is to ensure that the Council lends responsibly and repayments are affordable.
- The loan is interest – free, subject to repayments being made in line with the scheme.
- The loan scheme may be used in conjunction with a hardship grant provided the total amount allocated in grant and loan does not exceed £1,500.
- The scheme is not to be used for optional expenditure.
- Repayments will be deducted directly from your salary. See the section below on Repayment for more details.
- If an employee's employment comes to end, for whatever reason, before the full loan amount has been repaid, the loan amount will normally be deducted from their salary over their notice period.

3. ELIGIBILITY

- a. In order to be eligible for the loan, an employee must:
 - Be an employee of the Council on either a permanent or temporary contract of employment. Note that the contract must be expected to last for longer than the repayment duration
 - Have passed a probation period
 - Have not served notice of resignation
 - Have not have received notice terminating their employment
 - Not be subject to any formal proceedings that could result in dismissal
 - Not be subject to an active final written warning
- b. In addition, the repayments must not take an employee below their protected earnings rate.

4. APPROVAL

- a) Applications for a loan under the scheme should be made directly to the Council's HR Manager.
- b) Applications will be treated confidentially
- c) If the HR Manager is satisfied that the application meets the criteria the HR Manager will grant the application subject to the grant approval being countersigned by the Chief Executive or Deputy Chief Executive.
- d) When considering an application, the HR Manager will undertake such checks as are reasonably necessary to ensure that an employee meets the criteria of the scheme.

5. REPAYMENT

- a. Repayment of the loan will normally be made in 12 equal monthly instalments and will be deducted from an employee's salary after Tax and National Insurance contributions and any other salary deductions.
- b. If an employee wishes for repayments to be taken over a shorter period, they may indicate this on the application form at appendix 1. This will be agreed subject to repayments not taking an employee below their protected earnings rate.
- c. Deductions will begin from the month following the award of the grant or at a different specified date depending on information provided on the application form.
- d. Deductions will be shown on an employee's payslip.
- e. If an employee's employment with the Council ends, for any reason, before full repayment has been made, they will be required to repay the outstanding amount. The outstanding amount will be deducted from their salary over their notice period, where possible, or a deduction equivalent to the outstanding amount on the loan will be made from any final

payments due which, for the avoidance of doubt, may include (but not necessarily be limited to) salary, holiday pay or overtime.

- f. If full repayment cannot be made over an employee's notice period or from their final payment, they will be invoiced separately and required to organise repayment outside of payroll.

6. REPAYMENT DURING ANY PERIOD OF LEAVE THAT IMPACTS UPON SALARY

- a. If an employee enters into a period of leave and their salary is impacted, (maternity or paternity leave for example), repayments will be temporarily paused and will begin again once they are in receipt of their normal salary.
- b. Note that this does not apply to unauthorised absence, or short-term periods of unpaid leave (up to one week) subject to this not taking an employee below their protected earnings rate.
- c. If an employee does not return to work following a period of leave, the outstanding amount will be deducted from their salary over their notice period, where possible, or a deduction equivalent to the outstanding amount on the loan will be made from any final payments due which, for the avoidance of doubt, may include (but not necessarily be limited to) salary, holiday pay or overtime.
- d. If full repayment cannot be made over an employee's notice period or from an employee's final payment, they will be invoiced separately and required to organise repayment outside of payroll.

7. FAILURE TO REPAY THE FULL LOAN AMOUNT

- a. If repayment of the loan is not made in accordance with this Scheme, the Council may take legal action to recover the amount outstanding and interest may be charged.

8. PROCEDURE

- a. To make an application for an interest – free loan under this Scheme the form at appendix 1 should be completed in full.
- b. The completed form should be returned to the Council's HR Manager. A response will be made within 3-5 working days. In the event that the HR Manager is on leave or ill, The Chief Executive, Deputy Chief Executive or another Chief Officer may determine applications subject to another senior officer countersigning the approval.
- c. If an application is approved, the employee will be sent a written agreement to sign. This will confirm the amount of loan that they will receive, when it will be paid and the value of the monthly deductions that

will be made once repayments begin. They will also receive an agreement and declaration to sign.

- d. Employees will be required to sign the agreement and declaration to confirm their acceptance of the relevant terms.
- e. On receipt of the signed agreement and declaration, and subject to eligibility checks, the Council will initiate a BACS transfer, within 3-5 working days, directly into the bank or building society account that an employee's salary is normally paid to.

9. DATA PROTECTION

- a. The Council will only process any personally identifiable information that is provided in accordance with our responsibilities under the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.

10. ADVICE AND GUIDANCE

- a. If you have any questions about the Employee Loan Scheme, please, in the first instance, contact any member of the HR team.
- b. The HR team will signpost an employee to suitable sources of advice where relevant including debt counselling, mental health support or money management advice.

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Report of the Portfolio Holder for Economic Development and Asset Management**ASSET MANAGEMENT STRATEGY 2022 -2025**1. Purpose of Report

The purpose of this report is to recommend a refreshed asset management strategy (2022-2025) for approval.

2. Recommendation

Cabinet is asked to RESOLVE that the Asset Management Strategy and next steps are approved.

3. Detail

ARK Consultancy were engaged by the Council to provide an Asset Management Strategy principally focusing on the housing stock but also to include a number of the Council's main operational premises.

A copy of the report is attached at Appendix 1. At Appendix 2 are Notes to the Asset Management Strategy Report where we have made a number of observations/correction and provided further commentary regarding specific items considered in the report.

A number of actions are already taking place. For example, there are a large number of dwellings in the Council's portfolio where the EPC is out of date because the tenant has been in occupation for some time. This data is important to inform the 30 year planned maintenance programme and improve the energy efficiency of the housing stock. It is also an essential part of grant applications. A project to obtain updated EPC's where necessary has been put in place.

We have also focused on a number of EPC's as part of a Social Decarbonisation Fund bid which was submitted on the 18 November. The Council's proposal looks to tackle premises affected by the constraints of a Conservation Area and is part of a consortium bid. The Council is also pursuing a bid for Home Upgrade Grant (HUG).

Most recently the Housing Repairs function has been transferred from Asset Management to Housing so that a holistic approach to housing stock can be provided. Currently the housing waiting list stands at 1,755 with 16 premises ready to let including 7 premises regarded as difficult to let.

Having considered the report, its findings and recommendations, we are of the opinion that the approach to the strategy for both Housing and the General Fund assets can be broken down into 3 steps, namely, short, medium and long term objectives. This is summarised as follows:

Short term (0-6 months) – for the housing stock the focus is on voids and reactive maintenance. For voids, the emphasis is to reduce the number of voids through close management of works necessary to get dwellings ready to let. A clear benchmark/standard of accommodation is set.

With reactive repairs, a proposal to provide a dedicated repairs contact centre and install software to enable better diagnosis of works required is being considered at the same Cabinet meeting on the 8 December. This will enhance the “right first time” repairs needed by use of housing repairs script alongside the locator tool and National Housing Federation schedule of rates.

This package of measures will also enable better analysis of performance which can then be benchmarked against our peer group.

The assembly of EPC data similarly is now in place following a tender process to appoint a supplier.

An action plan is being developed to ensure readiness to meet the requirements of the Housing White Paper.

For the general fund property, the process has started to consider the zero carbon targets against condition, value for money and medium to long term strategies however the challenge is maximising the opportunities for decarbonisation with assets where the basic fabric needs replacement or extensive renewal.

Medium Term (6-24 months) – the medium term objectives will build on the earlier work such as data collection but also should include the Capital Works programme alongside decarbonisation. The Capital Works programme has been forward thinking and a lot of work to improve the housing stock has been done and in that context, Local Authority Delivery Scheme Phase 2 (LAD2) works comprising for example external wall insulation has completed and signed off. Nevertheless, the housing stock is ageing and repair and maintenance strategies need to look for continual improvement or, if the property is no longer suitable, disposal or redevelopment may be appropriate. This should be qualified in that there can be other influences affecting strategy apart from the financial analysis. Stock options appraisals will need to be prepared.

The Housing White Paper’s impact will be seen from April 2023. The Regulator of Social Housing has confirmed the date and performance on compliance, tenant satisfaction etc. will be in focus.

For the general fund, decarbonisation is a key focus which needs to be built around the strategies set for the properties.

Long Term (24 months to 5 years) A redevelopment/enhancement programme needs to be developed for both the housing stock and general fund property. This may also include new proposals for regeneration projects within the Borough.

In summary it is proposed that a more detailed action plan with timelines be prepared to implement the short, medium and long term recommendations are all addressed. This would then be brought back to Cabinet.

Most recently the issues relating to damp and mould has come to the fore as a result of the recent case regarding Awaab Ishak. Damp and mould has always been a very important consideration for the Council with regard to their housing stock and this recent case has highlighted the issues. Capital Works and Housing will work together to ensure a continued programme of works to eliminate this issue within their stock.

4. Financial Implications

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

There will clearly be financial implications for the Council in terms of both revenue budgets and the capital programme. These will be considered at a more detailed level as the Asset Management Strategy is developed and the short, medium and long-term projects are programmed and delivered. With sound forward planning and the appropriate engagement, the cost of the programme can be considered as part of the annual budget setting process. In the meantime, any other urgent works with significant budget implications would require approval by Cabinet.

5. Legal Implications

The comments from the Monitoring Officer / 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 district and the needs of the district 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. Additionally, there are various statutory and regulatory obligations that the Council must comply with which will be addressed within the Strategy document and further legal comments will be provided once the strategy is developed.

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

No comment

7. Union Comments

The Union comments were as follows:

We note that the General Fund strategy refers to redevelopment opportunities at the Kimberley Depot site. It is also noted that this is not new and indeed is a long term strategy that is predicated on relocation of the Depot operation. As this may impact union members we will arrange to communicate with them appropriately.

8. Data Protection Compliance Implications

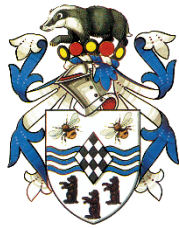
Not applicable.

9. Equality Impact Assessment

As attached.

10. Background Papers

Nil



Broxtowe
Borough
COUNCIL



BROXTOWE BOROUGH COUNCIL

Asset Management Strategy

August 2022

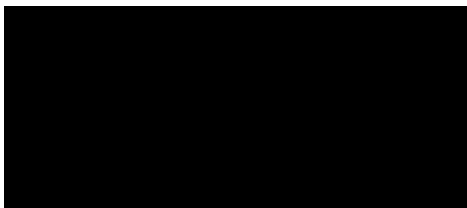
This report sets out work that was commissioned by Broxtowe Borough Council.

The Client's representative for the project was Nick Hawkes.

The first draft report was provided to the Client on 25 April 2022 and a further draft was submitted on 18 May 2022.

The Client has confirmed acceptance of this report.

This report has been signed off on behalf of ARK Consultancy Limited by:



Tim Frondigoun FCIH
Director
ARK Consultancy Limited

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EXECUTIVE SUMMARY

Asset management is one of the greatest areas on which the Council spends its resources and accounts for the largest element of the Housing Revenue Account (HRA).

Asset management activity can be seen as a spectrum ranging from reactive repairs at the one end, through planned and cyclical maintenance with disposal and major redevelopment at the other. An effective asset management strategy will seek to move the balance of activity from more reactive and lower value-adding activity towards activity that adds greatest value to both the assets themselves and the communities in which they are based.

Key to an effective strategy is understanding what defines a 'good' or sustainable asset. This includes the standard of the property, its energy efficiency and ability to support the delivery of Net Zero Carbon (NZC), quality of the communal areas and surrounding neighbourhood, local market conditions and demand, and the ability to generate a positive financial return for the Council's HRA or General Fund. In relation to developing and updating the Council's investment plans, this implies a focus on these wider criteria as opposed to a purely stock condition-focused approach.

The Council owns and manages 4,383 rented dwellings across the Borough of Broxtowe. Almost half of these homes are flats and a third are designated as 'independent living' for older people. The most common archetypes are one-bedroomed flats and three-bedroomed houses. All properties are low-rise with no buildings over three storeys and there are a small number of non-traditional dwellings which have been subject to a review and assessed as being sustainable.

In terms of energy efficiency, existing data shows a third of homes not meeting the minimum EPC rating of C which homes will need to meet by 2035. However this potentially overstates the extent of the problem, as just under half of EPC surveys are over 5 years old and the impact of recent building fabric and insulation works has not been captured. This is being addressed as a matter of priority, as accurate data will be needed to support any bid for the next wave of Social Housing Decarbonisation Fund (SHDF) funding which is expected to open in August 2022.

The Council's average rent levels are lower than the East Midlands regional average or those for other stock-retaining authorities in Nottinghamshire. There appears to be a significant differential between Council and private sector rents as indicated by the Local Housing Allowance.

There is demand overall across the Borough for social and affordable rented housing, with a potential requirement for 268 such new homes each year. Over 2,500 households are on the Council's Housing Register, an increase of over 50% since 2018. There is a recognised need to increase the number of 2-bedroomed homes. Whilst there is a projected growth in the number of residents over 65, it is also projected that there will be an oversupply of rented homes with support for older people, however a need to expand leasehold and extra care housing in the Borough.

The HRA Business Plan was reviewed most recently in 2019 and is due for a further review at the end of 2022. Of the forecast expenditure for 2022/23 of £16m, 23% relates to revenue and cyclical maintenance and a further 26% to depreciation with is effectively provision for major repair. Based on the projected income and expenditure and current stock levels, and taking into account housing management costs and loan charges, this implies a surplus of approximately £800,000 or £187 per property.

Average management costs are broadly in line with sector norms (although this will mask significant variation in unit costs between different schemes). We have attempted to benchmark repairs and maintenance costs against our databases and whilst there are a number of data quality issues, this suggests that responsive repairs costs per unit are around 11% higher than ARK's benchmark median, driven both by higher levels of demand and higher average job costs. If these higher costs are a true reflection then this would reduce the capacity of the HRA Business Plan by over £200,000 per year.

Since the previous Business Plan revision, the Council has received the results of a stock condition survey which identifies total investment requirements over 30 years of £181m or £1,367 per property per annum. The forecast does not specifically make provision for NZC commitments which are estimated across the sector to be in the region of £21,000 per property, although it does include around £14,000 per property for improvements in building fabric and heating, some of which will contribute to NZC. The assumed unit costs in the forecast are broadly in line with ARK's benchmarks with the exception of kitchen costs where we would propose an increase of nearly 30% in provision which will increase the 30-year requirement by around £7million.

Further pressure on the Business Plan will come from ongoing inflationary pressures in the construction and maintenance market, with materials costs rising by over 20% and labour costs by a not dissimilar rate.

We have looked at how different parts of the Council's housing stock appear to 'behave'. Broadly, houses and bungalows appear to generate slightly more repairs on average than flats, whilst flats and independent living properties exhibit higher turnover. There are specific challenges with the independent living stock, including lettability and suitability, with steps already taken by the Council to 'de-designate' certain schemes and manage as general needs. There are also issues with the portfolio of garages, with over one in ten currently vacant. The Council is developing a programme of clearance and disposal or redevelopment of the worst performing garage sites.

We have done some simple modelling of three individual housing schemes to obtain an initial indication of their 'performance' and the extent to which they are potentially 'assets' or 'liabilities'. Two of these schemes would appear to be liabilities as a result of higher repairs demand and/or turnover and void rent loss, however this is based on the Borough's average management cost per unit which is arguably significantly lower than the actual management cost for those individual schemes, given higher levels of turnover and anti-social behaviour. We have also identified the top 50 homes in terms of responsive repairs demand; whilst these properties account for 1% of the stock they account for 5% of repairs activity. Some of this demand appears related to stock condition, however there is not a clear correlation, with other factors such as tenancy management potentially playing a part. There are also examples of repeat repairs where the initial or underlying fault may not have been rectified.

Customer satisfaction with the repairs service appears to have fallen and is below the levels normally expected across the sector. There are particular issues in relation to communication with the customer which is key to resolve in order to drive up satisfaction levels. Around 17% of repairs relate to damp, mould and leaks, reflecting anecdotal evidence from Members and officers. We have identified examples where this potentially links to stock condition and identified investment requirements. The recently-published Social Housing Regulation Bill will give the Regulator far greater powers of intervention with regard to the delivery of repairs, and so it is critical that the Council addresses the issues of customer satisfaction.

The Council also has statutory compliance and other obligations in respect of the service and maintenance of mechanical and electrical installations in order to ensure customer safety. As part of this review we have had limited sight of compliance reporting and so are unable to provide a view as to the effectiveness of compliance management.

There are a number of strengths in relation to Broxtowe's stock and approach to asset management, including stock that is low rise and in sustainable neighbourhoods, the availability of up-to-date stock condition information and recent work on energy efficiency.

Weaknesses and challenges include the Council's approach to asset data and intelligence, pressures on the Business Plan through NZC requirements (compounded by a lack of robust data), high responsive repairs costs and a need for greater understanding of the linkages with the planned programme, lower than average satisfaction levels with repairs services and the sustainability of parts of the independent living portfolio.

The Council needs to move to a position where it has clear standards and targets for its assets; an accurate understanding of the performance of all areas of its stock; a clear long-term investment programme for stock that is sustainable and a programme of option appraisals and redevelopment plans for stock that is not seen to be sustainable; an evidenced focus on compliance and safety; a shift in activity from responsive to planned activity; and high levels of customer satisfaction with services and homes.

We have set out an initial 3-year plan for housing assets. This focuses on:

- **Strategic:** addressing the issues around data, undertaking initial priority options appraisals for those schemes clearly not performing, carrying out a comprehensive asset grading exercise across the stock and a further portfolio-wide review of independent living, and developing a 20-year programme of redevelopment for poorly-performing schemes, ringfenced from within the capital programme.
- **Planned investment:** using stock condition and EPC data, intelligence on responsive repair and stock requiring option appraisal to develop an initial 3-5 year 'smoothed' investment programme, including a 'fabric first' approach to investing in less energy efficient homes. The Council subsequently needs to identify the most appropriate delivery model or contract for planned investment to replace the current contract which expires in March 2025.
- **Compliance:** the need to establish a clear regime for all areas of compliance, including policies, inspections, assurance, remedial works and reporting.
- **Reactive works:** delivering the improvement programme in the DLO, including deployment of ICT, improved customer communication, standard reporting, cost and effectiveness in the supply chain, review of overheads and improvements in productivity. There also needs to be a focus on reducing repairs demand through root cause analysis and addressing those properties with high demand.

With regard to General Fund assets, we have reviewed the Council's overall approach to asset management, including classification (such as operational, community, investment and surplus) and scoring methodology to assess the need for review.

We have had relatively little sight of any data in relation to these assets, however have had an initial look at three assets – the Depot, Council Offices and Durban House – in order to provide our thoughts on each, including some of the options and linkages to other Council strategies. The Depot represents poor usage of a site which would be suitable for residential development; this could be enabled by rationalisation of depot requirements linked to the DLO operational model and fleet management. The utilisation of the Council Offices is reduced following the pandemic and so any retention of the building will be linked to the ability to compartmentalise and sublet elements to other organisations. Alternatively the site could be redeveloped for other uses, however the needs will be driven by the Council's workplace and customer access strategies. Durban House is currently vacant and provides a number of options for conversion or redevelopment.

We have proposed that the Council builds on its earlier 2018 Interim Asset Management Plan and establishes an Asset Management Panel to oversee management of and decisions relating to its General Fund assets and potentially elements of the HRA asset base. We have identified proposed terms of reference and the data and information that is required to inform this activity.

INTRODUCTION

Asset Management is the greatest area on which the Council's Housing Revenue Account (HRA) spends its resources. It is also the element that has the widest impact on the Council's customers and wider communities, whether interacting with customers through responsive repairs and ensuring their safety through compliance activity, through to improving the longer-term value of the Council's housing stock – both in social and financial terms – through planned investment and remodeling of homes, schemes and estates. The Council also owns an estate of other buildings and land, whether for operational delivery of services, provision of community facilities or investment to support employment or generate an income to the General Fund.

Asset management activity should not simply be about bricks and mortar; it also recognises the role that housing and other building assets provide in terms of supporting thriving communities, health and wellbeing, and wider social and economic benefit, for example how the Council's annual investment can drive the most benefit and ensure that as much of the 'Broxtowe pound' as possible is invested locally.

This Asset Management Strategy sets out our understanding of the Council's current housing stock, at both a whole stock level and also looking at specific types of property and schemes or buildings. It then seeks to set out a roadmap of how the Council can develop and implement actions with the aim of ensuring not just that its building assets remain financially viable but more importantly that they provides good quality homes in areas that are sustainable and people want to live and enable the delivery of key services and support to communities across the Borough.

ARK Consultancy has developed the strategy through detailed analysis of available data (which has predominantly been on the housing stock), site visits and discussions with senior officers.

SECTION 1: OBJECTIVES OF THE ASSET MANAGEMENT STRATEGY

The Council's Corporate Plan sets out its aspirations which have influenced the development of the Asset Management Strategy. In particular, the Plan articulates an overall vision of

"A greener, safer, healthier Broxtowe where everyone prospers".

The specific aspiration for Housing is identified as

"A good quality home for everyone".

It is proposed that these aspirations will be achieved through the following priorities:

- **Building more houses**, more quickly on under used or derelict land within its asset base. This has included developing a programme for the redevelopment of under-utilised garage sites.
- Invest to ensure its homes are **safe** and more **energy efficient**, with a focus on building safety and compliance and improving the energy performance of its stock to reduce costs for its residents.
- **Prevent homelessness** through providing readily accessible advice on housing options as well as partnerships and innovation, which may improve the sustainability of certain schemes which exhibit higher rates of 'tenancy failure' as well as identifying alternative means of meeting demand other than the availability of Council homes.

The Asset Management Strategy is based upon an iterative process that is set out in the diagram below, with the HRA Business Plan at the hub of the 'wheel' in relation to the housing stock.



In ARK's experience, excellence in Asset Management can be defined as the following:

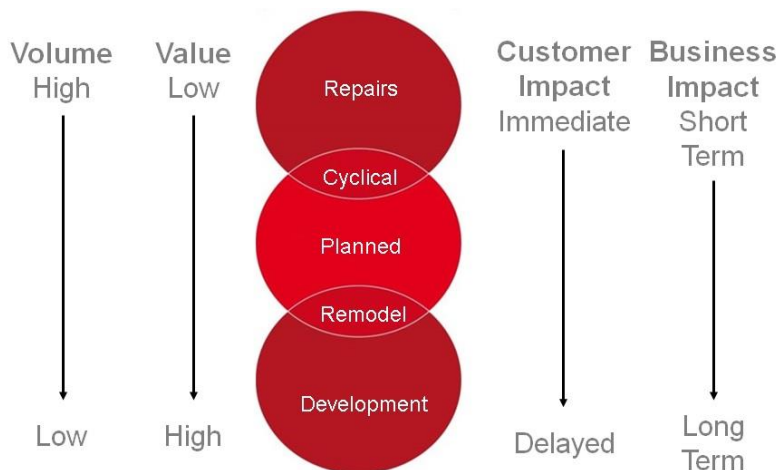
- A clear strategy setting out objectives, actions and measures
- Collation and use of intelligence on the true performance of all assets
- Clear standards and output specifications for homes, works and services
- A long-term investment plan in place for sustainable properties
- Efficient delivery solutions delivering Value for Money and excellent outcomes for customers
- A rigorous approach to statutory compliance and safety, including reporting, assurance and robust delivery solutions
- A structured approach to appraising poorer performing assets and determining and implementing courses of action

The Council's priorities should be based upon the approach of ensuring that the Council's legislative duties have first call on resources. There is also a requirement to repair and maintain properties in order to ensure that they remain in a decent condition. Remaining funds for investment should then be directed at priorities

identified through a whole stock review and assessment, which will include both investment and disinvestment or redevelopment where appropriate.

To deliver best value for money the Council needs to minimise spend on repairs (which add no value to the assets), whilst maintaining an effective customer repair service, so that it can invest more in planned maintenance and improvements, which enhance asset value. However, the Council must be clear that it is only investing in homes and properties which are assets and must take a more interventionist approach in properties or areas which perform less well and which may in fact be 'liabilities'.

The Council's strategy should therefore be to move the emphasis and balance of expenditure away from higher volume, lower value work such as responsive and void repairs and towards planned investment so as to secure more investment in its homes and neighbourhoods and to address root causes of repair demand:



In terms of what makes a 'good' or sustainable asset, the typical characteristics include the following:

- The property is of a high **standard** in terms of modernity of fixtures and fittings, energy efficiency, space standards, level of repair, accessibility and so on.
- It is technically and financially feasible for the property to achieve high levels of **energy efficiency** and help achieve **Net Zero Carbon**. This includes the ability to invest in improvements to the building fabric and insulation levels, as well as changes to alternative heating sources.
- The quality of **common areas** (internal and external) in and around schemes should be clean, attractive, well-maintained, secure and well-lit. An individual property with a high quality of repair and fittings internally will not be desirable if it accessed via unappealing stairwells or parking areas for example.

- The property is in a **sustainable and safe neighbourhood**. This can include a balance of available tenures.
- **Local market conditions** support demand for the property, not only overall demand within the area but also differentials between the rent levels for Council properties and those of other landlords within the area. For example a surplus of private rented property may depress rent levels in that sector and impact on demand for Council housing.
- There is sustainable long-term **demand** for the property, evidenced by the Housing Register and bids for available properties. Applicants bid for the properties out of choice rather than necessity. The property should also meet those housing needs identified by the Council.
- The property or scheme exhibits **low turnover** of tenancies, reflecting higher levels of demand and satisfaction from residents.
- The property generates a **positive financial return** for the Council. This can be measured by comparing income to expenditure and calculating a Net Present Value (NPV) over a 30-year period. A healthy NPV will be driven by lower levels of responsive and void repair expenditure and reduced rent loss from bad debt and voids.

In developing and updating the Council's investment plans, it needs to focus on how the asset can be improved against the above criteria as opposed to a solely stock condition-focused approach.

SECTION 2: UNDERSTANDING THE COUNCIL'S HOUSING ASSETS

WHAT TYPE OF HOUSING STOCK DOES THE COUNCIL OWN AND MANAGE?

Broxtowe Borough Council owns and manages 4,383 rented dwellings across the Borough. This represents around 10% of the total number of homes within Broxtowe. In addition there are 296 leasehold flats sold under the Right to Buy where the Council maintains responsibility for the communal areas and external building fabric of the block.

The breakdown by archetype is as follows, and shows that almost half of the rented homes are flats and almost a third designated 'independent living' for older people:

	Rented – General Needs	Rented – Independent Living	Total Rented	Leasehold	TOTAL
Bedsit	1	8	9	-	9
Flat	1,174	929	2,103	296	2,399
Bungalow	291	399	690	-	690
House		-	1,559	-	1,559
Maisonette	8	14	22	-	22
Total	3,033	1,350	4,383	296	4,679

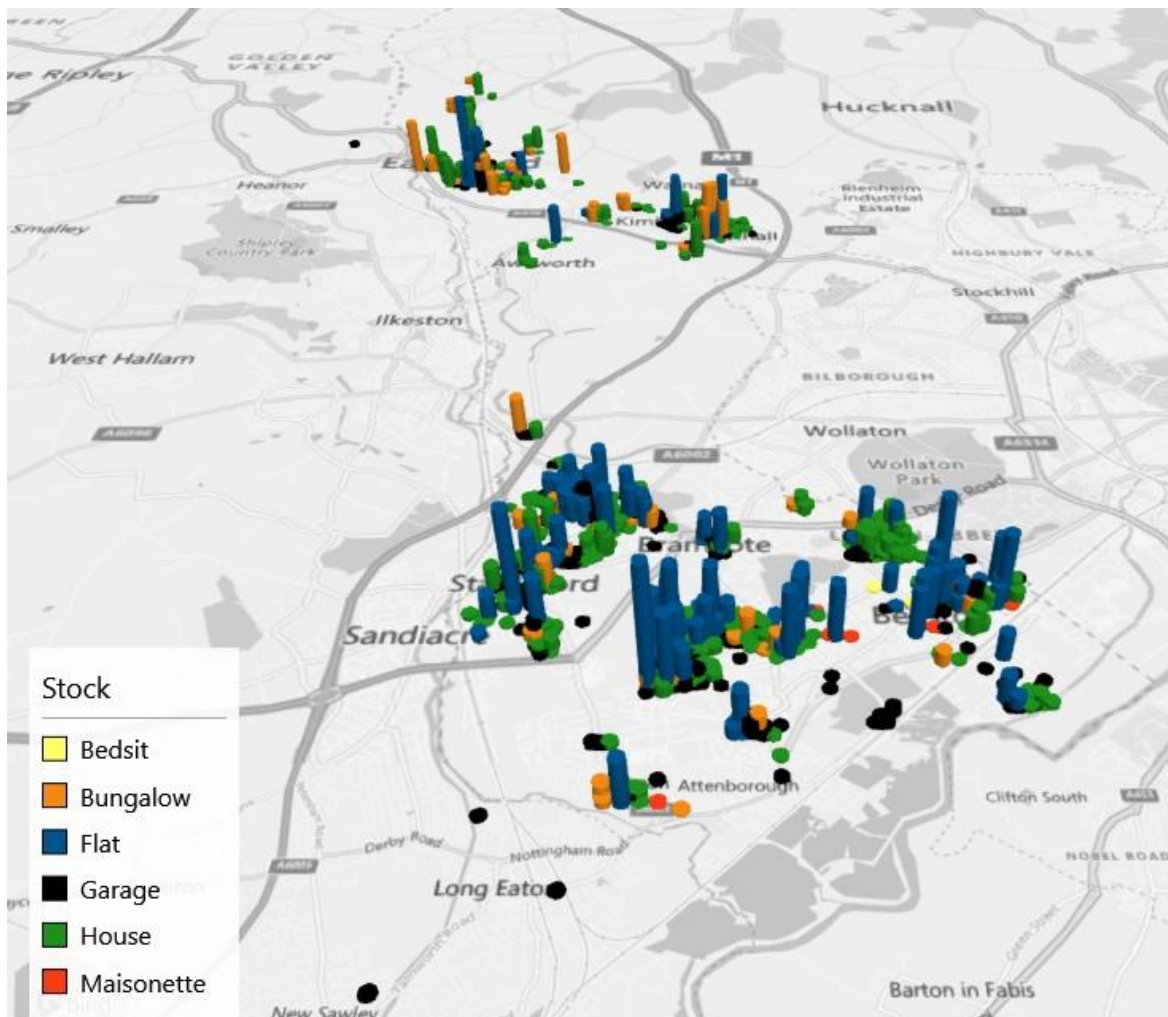
The breakdown of the rented stock by size is as follows, and shows that the most common archetypes to be 1-bed flats and 3-bedroomed houses. :

	Bedsit	1-bed	2-bed	3-bed	4-bed	TOTAL
Bedsit	9	-	-	-	-	9
Flat	-	1,164	935	4	-	2,103
Bungalow	-	465	217	8	-	690
House	-	-	329	1,173	57	1,559
Maisonette	-	11	1	10	-	22
Total	9	1,640	1,482	1,195	57	4,383

As can be seen, there are relatively few bedsits or maisonettes, whilst 75% of houses are 3-bed, with very few larger family houses and relatively few 2-bedrooms houses. Nationally, there has been an impact on demand for larger houses from welfare reforms and specifically the Spare Rooms Subsidy.

The Council also owns 828 garages across the Borough, just over half of which are located with just two Wards, Chilwell West and Stapleford North.

The geographical location of the housing stock shows the main concentrations of homes in Stapleford, Beeston, Chilwell, Eastwood and Nuthall:



All stock is low-rise. There are 463 (413 rented) flats in three-storey blocks, the remainder of properties are less than three storeys.

There are a small number of properties (75no.) of non-traditionally constructed dwellings (Nofines, Trusteel and Unity) which have been subject to a separate survey and a recommendation to retain. There are a further 66 timber frame dwellings, the majority of which are bungalows.

HEATING AND ENERGY

Nearly 90% of homes have gas central heating. The remainder are predominantly electric storage heating with some heated with gas fires. Fewer than ten homes have renewable sources of heating (ground source heat pumps).

The Government has adopted a target of all homes reaching a minimum Energy Performance Certificate (EPC) rating of C by 2035, with the most fuel-poor dwellings dealt with by 2030. The existing data indicates that there are 1,233 dwellings (26% of the rented stock) below a C-rating:

EPC Rating	D	E	F	G	Total
House	515	156	11	4	686
Flat	222	46	13	4	285
Bungalow	167	21	1	-	189
Maisonette	65	8	-	-	73
Total	969	231	25	8	1,233

Around one third of the lower rated homes are solid wall, whilst nearly all of the non-traditional construction properties are included in the figures above.

Data on energy performance is however patchy and is currently being addressed by the housing service, hence the above table is unlikely to be an accurate assessment, due to the age of the surveys. Only 54% of surveys have been completed within the past five years, with nearly 20% over 10 years old and hence no longer valid. It was also evident from examples that the data also has not captured all of the works completed to properties, for example insulation works and replacement doors and windows, which would be expected to improve EPC ratings.

The Council is currently addressing the issue, given that more accurate energy performance data will be a pre-requisite for accessing additional external funding such as the next wave of Social Housing Decarbonisation Fund with the next (and potentially final) round of bidding expecting to open in August 2022.

RENTS AND SERVICE CHARGES

The stock list provided by the Council shows the annual housing rent debit to be £15,634,000 for 2021/22 with service charge income of a further £789,000. Rents and service charges are levied over 48 weeks in every year with four 'rent-free' weeks.

Average rent levels have been historically lower than both the East Midlands regional average and other Nottinghamshire stock-holding authorities (excluding those that

have transferred their stock to Registered Providers) as shown in the table below, which is based upon returns submitted by each Local Authority to central government and adjusted to a 52-week year for comparison:¹

Local authority	Average rent over 52 weeks (2019/20)
Broxtowe	£65.21
Ashfield	£66.62
Mansfield	£72.73
Bassetlaw	£72.77
Newark & Sherwood	£77.81
Nottingham City	£72.78
East Midlands Average	£74.06

The £65.21 shown above equates to £70.64 over 48 weeks.

Void properties are however let at the target rent in accordance with the national formula.

The actual stock list provided by the Council suggests that the average rent for 2021/22 is £74.31 with average service charge of £3.75 across all rented properties.

Council rents are significantly lower than the Local Housing Allowance rates used to determine eligibility for Universal Credit/ Housing Benefit in the private rented sector within the Borough:

Size	Council				Private	Difference
	Designation	Rent	S/ Charge	Total	LHA	
1-bed	all	£ 68.80	£ 7.93	£ 76.73	£ 108.16	41.0%
	general needs	£ 68.14	£ -	£ 68.14	£ 108.16	58.7%
	independent living	£ 69.16	£ 12.38	£ 81.54	£ 108.16	32.6%
2-bed	all	£ 74.56	£ 2.18	£ 76.74	£ 126.58	64.9%
	general needs	£ 74.35	£ -	£ 74.35	£ 126.58	70.2%
	independent living	£ 75.42	£ 11.39	£ 86.81	£ 126.58	45.8%
3-bed	general needs	£ 81.03	£ -	£ 81.03	£ 143.84	77.5%
4-bed	general needs	£ 87.39	£ -	£ 87.39	£ 184.11	110.7%

¹ Local Authority Average Weekly Rents by District, 1998-99 to 2019-20, Department for Levelling Up Housing & Communities

HOUSING DEMAND AND VACANT PROPERTIES

The Council commissioned a social and affordable housing needs assessment from GL Hearn in 2018. Some of the key findings were as follows:

- 1,643 households on the Council’s Housing Register in 2018
- Potential net demand (after available relets) for social and affordable housing of 268 per year
- A recommended target for new provision of 30-35% for 1-bed properties, a similar proportion for 2-bed, 25% for 3-bed and 5-10% for 4-bed (with a suggestion that the proportion of larger homes could be increased at the expense of 1-bed properties if the development programme is constrained below the number required)
- A recommendation that lower cost home ownership be focused on smaller family homes
- That consideration be given to the incorporation of bungalows in some redevelopments, as whilst ‘land-hungry’ they are popular and can assist with older people ‘downsizing’ from larger family houses
- Whilst the numbers of residents aged over 65 will increase by around 16-17% by 2028, there will potentially be an oversupply of rented housing with support for older people of around 900. There will however be increased demand for extra care (both tenures) and leasehold retirement schemes.

In the context of the Council’s current stock, it can be seen that it manages a large number of rented independent living flats for older people, whilst there is a comparatively small proportion of 2-bedroomed and 4-bedroomed properties.

In terms of current overall demand for properties, the table below shows that there are just over 2,500 households registered on the Housing Register, an increase of around 54% since 2018. Just over half of the demand is from single people and childless couples under 65 and a further 6% from older applicants.

Applicant Type	No. of applicants
Couple	242
Couple & Pregnant	17
Couple with overnight carer	4
Elderly couple	18
Elderly single	137
Family & 1 child	345
Family & 1 child & pregnant	9
Family & 2 children	341

Family & 2 children & pregnant	11
Family & 3 children	181
Family & 3 children & pregnant	5
Family & 4 children	56
Family & 4 children & pregnant	3
Family & 5 or more children	12
Single	1,059
Single & 1	73
Single & pregnant	21
Single with overnight carer	3
Total	2,537

When comparing to the housing stock, it can be seen that the total number of applicants with 3 or more children is around five times the total number of properties with four or more bedrooms (let alone the number that actually become available). Similarly the number of applicants with 1 or 2 children is significant however there is very limited availability of 2-bedroomed houses compared to 3-bedroomed.

The growth in the Housing Register has been greatest amongst Band 3 applicants, i.e. non-priority homeless or those subject to early intervention, people in overcrowding or lodgings, and those with moderate medical needs or welfare needs. The number of applicants in Band 3 has doubled since 2018 and represents 38% of the Register. Band 4 applicants (with no housing need) account for 42% of the Register.

Over the twelve-month period from November 2020 to October 2021, 363 properties became void (slightly higher than the 2018 projection), a stock turnover of 8.2% which is higher than average for the region (up from the 7% across the financial year 2019/20 which would have been affected by the Covid pandemic). 60 of these voids were relet within one month and the rent loss from voids during the twelve-month period was just over £300,000. In terms of the property type, 111 of these voids were houses and 252 were flats.

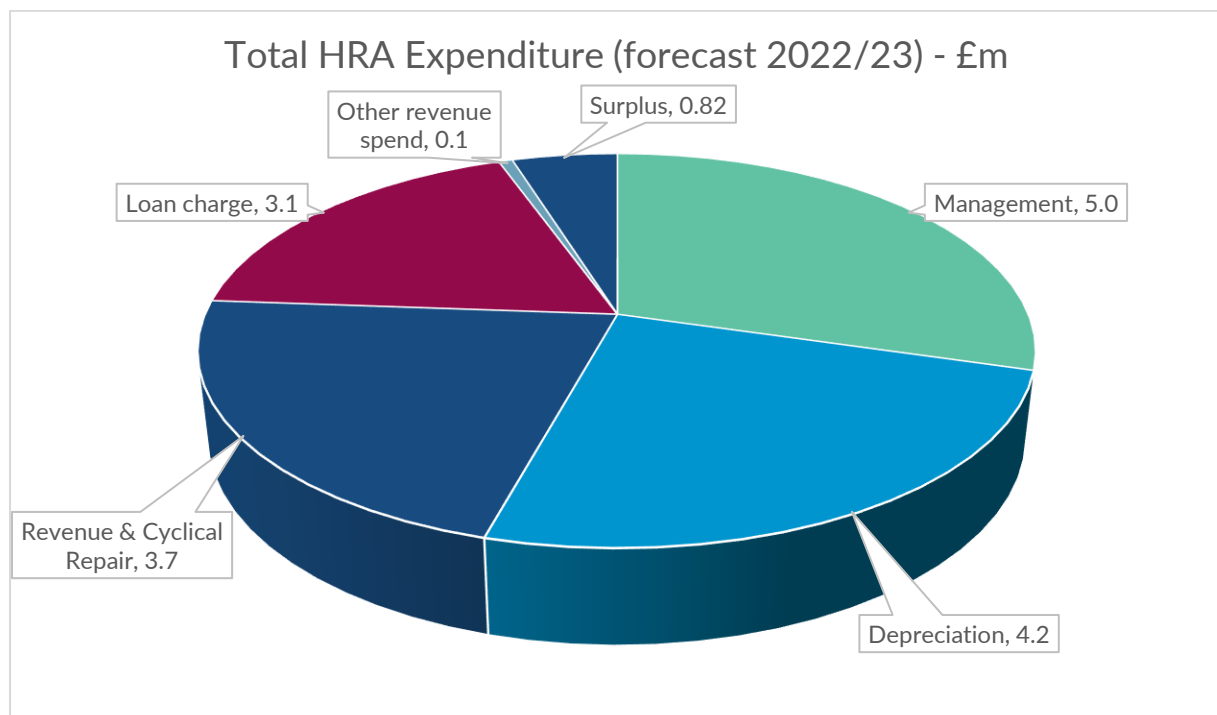
There were 120 properties void at the start of November 2021, around 2.74% of the stock. Of these, the average time that they had been void was 66 calendar days; just 23 had been void for a month or less whilst 28 had been void for over six months. A significant proportion of the long-term voids are within the independent living stock, in particular flatted accommodation, where there has been low demand.

FINANCIAL CAPACITY WITHIN THE BUSINESS PLAN

The Council's most recent review of the HRA Business Plan was in 2019, with a further review due later in 2022.

The Plan projects rental income for 2022/23 of £15.6m (which is close to the actual 2021/22 annual debit) and additional income of £1.23m (73% of which is from service charges and the remainder from non-dwelling income, predominantly garages). The base model assumes 30 sales under Right to Buy and 12 new builds or acquisitions each year (hence a net stock reduction of 18 per year), however capacity has in fact been identified within the Plan for additional development and acquisition.

Expenditure for 2022/23 is estimated to be £16.1m hence generating a surplus of £0.82m. Expenditure is broken down as follows:

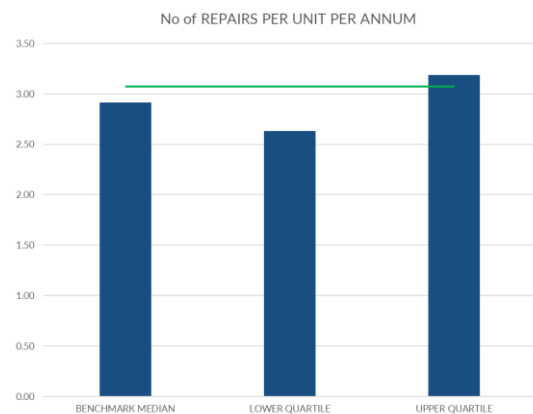
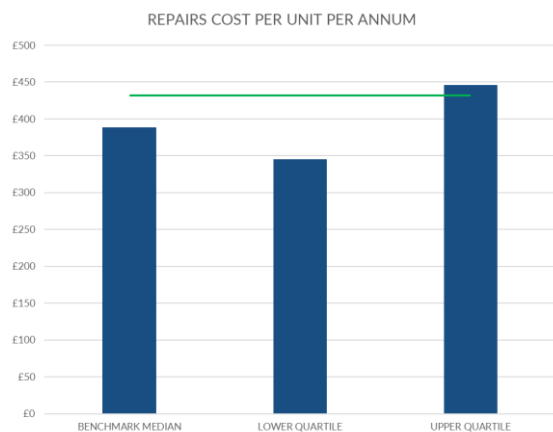


Based upon the 2019 review of the HRA Business Plan and the 2022/23 forecasts within the Plan along with the current stock level, this shows that at an individual property level, the assumed average income and expenditure is as follows:

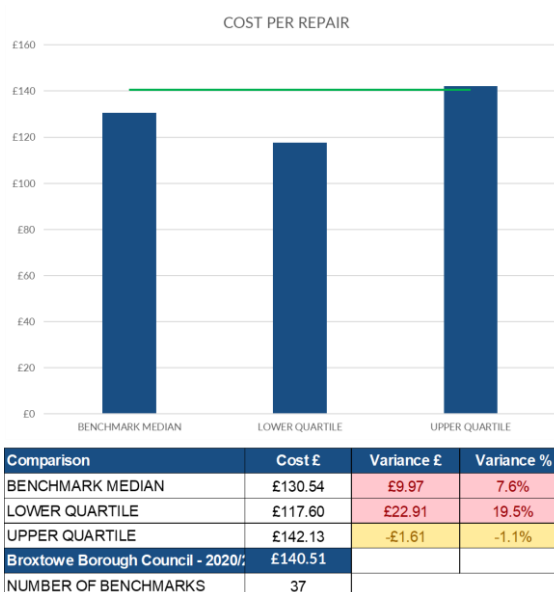
Income		Expenditure	
Rental income	£ 3,564.45	Management	£ 1,136.66
Service charges	£ 209.90	Depreciation	£ 953.68
Non-dwelling income	£ 77.57	Revenue & Cyclical Repair	£ 843.03
		Loan charge	£ 701.35
		Other revenue spend	£ 24.41
Total income	£ 3,851.93	Total Expenditure	£ 3,665.07
Surplus			£ 186.86

At an individual property, scheme or portfolio level, the ability to generate a surplus is one of the considerations as to whether the properties should be considered an asset or liability. The table above shows an annual surplus per property of £187 including non-dwelling income, or £109 excluding non-dwelling income. Later in this section we have carried out a crude financial assessment of a selection of schemes, using available data on repairs, voids and rent loss, which can be compared to the table above.

Average management costs per unit are broadly in line with sector norms (although this will mask significant variation in the unit management costs of different schemes). In terms of the Revenue & Cyclical Repair element, we have where possible benchmarked average costs per unit, however there have been issues with the quality of data, specifically the full recording of costs against revenue and void repairs which from the repairs data appear unrealistically low and do not appear to capture all costs against jobs. ARK has therefore benchmarked responsive repairs using the total expenditure figure quoted within the Annual Report and the repairs volumes from the data available against our database of around 100 comparator organisations nationally and around 36 within the Midlands. The graphs below indicate that average responsive repairs cost per unit, repair demand per property and cost per repair are all close to the upper quartile:



Comparison	Quantity	Variance	Variance %
BENCHMARK MEDIAN	2.9	0.2	5.5%
LOWER QUARTILE	2.6	0.4	16.8%
UPPER QUARTILE	3.2	-0.1	-3.6%
Broxtowe Borough Council - 2020/;	3.1		
NUMBER OF BENCHMARKS	36		



It should be noted that the Council also carries out annual benchmarking through Housemark which has not previously highlighted any issues with regard to the cost of the service. The differential with ARK's benchmark may in fact be understated, as the database includes Registered Providers whose costs are subject to VAT.

It has not been possible to benchmark the cost of void repairs due to the absence of complete data on void repairs costs.

Accurate benchmarking is key to monitoring the delivery of the HRA Business Plan and the Asset Management Strategy as variations in unit costs against original assumptions will clearly impact on the available capacity within the Plan to deliver investment in new and existing homes.

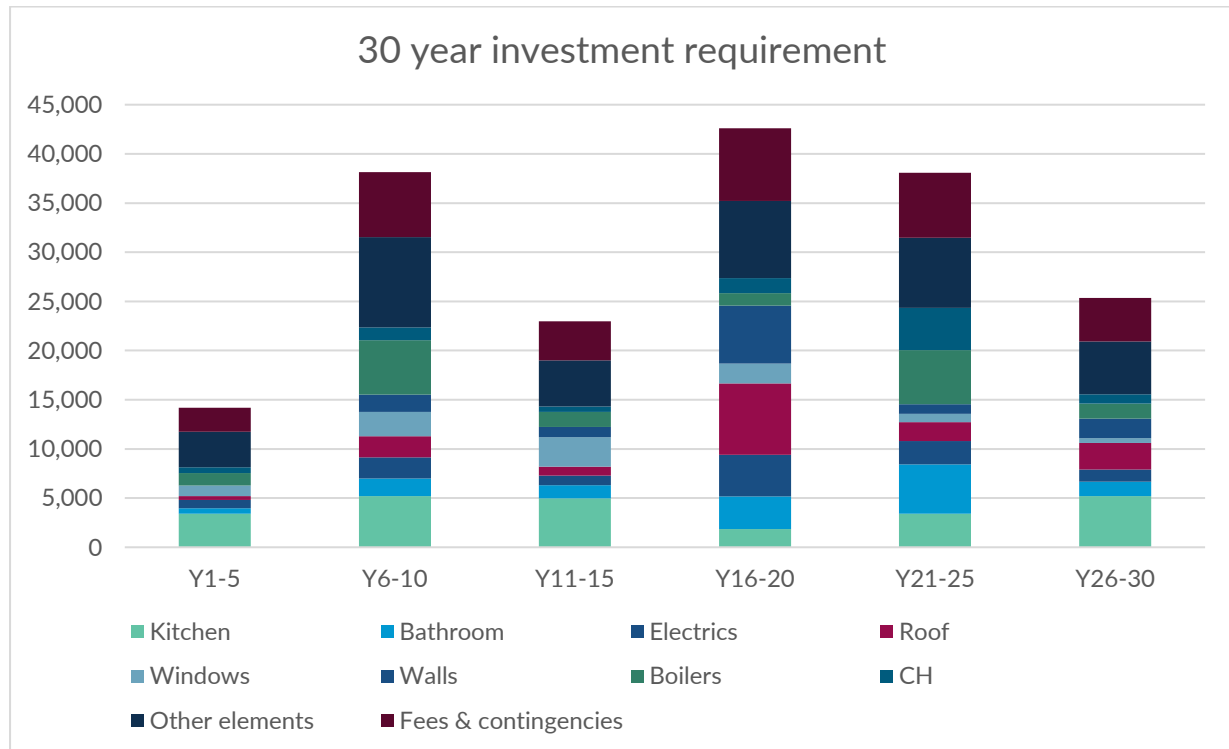
Based on ARK's benchmarks, we would expect to see other revenue and cyclical costs per unit per annum in the following region:

	ARK benchmark median (excl VAT)
Void repairs costs	£162.00
Gas servicing & repair	£132.00
Electrical cyclical	£69.00
Other cyclical (including decorations)	£100.00

If these costs are added to the average responsive repairs cost of £432, this produces an annual responsive and cyclical repairs cost of £895, over £49 higher than the Business Plan assumption which would have an annual impact of circa £216,000.

In terms of investment and major repairs, the Council commissioned a stock condition survey from Michael Dyson Associates in 2019 following the previous review of the Business Plan. This has identified a total investment requirement of £181m including fees over a 30-year period, £41m per property or £1,367 per property per annum.

The forecast is broken down between the components as follows:



The forecast does not specifically make provision for Net Zero Carbon (NZC) commitments to be delivered by 2050. These are estimated across the sector at approximately £21,000 per property ²(£700 per property per annum). Examples of some of the indicative cost elements per unit to achieve this based on ARK's data are as follows:

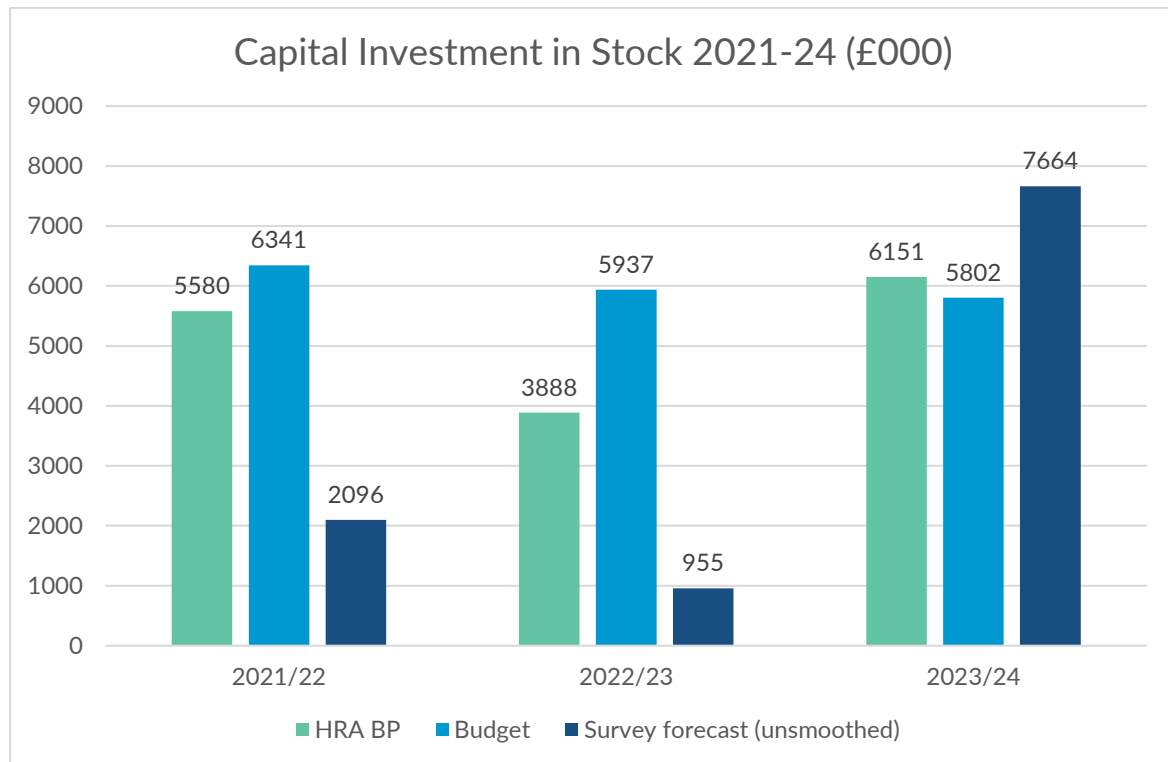
- Air source heat pumps - £8,000
- Ground source heat pumps - £12,000 to £14,000
- Mechanical ventilation and heat recovery - £3,000
- External Wall Insulation (EWI) system - £6,000 to £8,000
- Cavity wall insulation - £2,000 to £3,000
- Solar panels/ PV - £4,000 to £5,000
- Battery - £1,500

It should be noted that the stock condition survey forecasts do however include investment in both heating and building fabric (roofs, windows, walls, boilers and

² *Inside Housing* survey of 207 social landlords (November 2020): average figure £20,742

central heating) of £62.7m or £14,309 per property, some of which will contribute to the NZC requirement.

The overall forecast investment requirement is considerably lower in the first five years which will reflect estimated component replacement cycles and previous Decent Homes programmes. The Council has however sought to ‘smooth’ the programme to ensure continuity of workload and has in fact adopted a budget higher than that forecast within the 2019 revision of the Business Plan:



ARK has benchmarked all of the forecast component prices and assumed lifecycles with their database of actual costs. In all cases unit costs are at or above benchmark rates with the exception of kitchens, where ARK’s benchmark cost is 29% higher than that assumed in the condition survey. The impact on the Plan of increasing the unit cost provision for kitchens would be an additional investment requirement of £7m or £1,600 per property over 30 years.

It should be noted that work is still in progress to transfer condition data from the old Lifespan system to Capita and at this point it has not been possible to view the full information including cost at an individual property level. It is envisaged that this information will be available in due course.

There are further challenges to the Business Plan in relation to current market conditions, in particular labour and material costs. These have been driven by a number of factors including:

- Impact of Covid-safe working practices on productivity and absenteeism amongst the workforce
- Loss of several skilled EU nationals from the construction sector
- Driver shortage, reducing the capacity of the transport and logistics sector
- Lack of domestic production capacity in relation to materials
- Regulatory and trade barriers in relation to import of materials from the EU
- Upsurge in global demand for materials
- Subcontractors unwilling to hold prices for any significant period
- Increases in repairs demand experienced by many landlords from the end of lockdown periods

Some of the pricing impacts of the above include:

- A forecast 21% increase in tender prices over the period 2021-26 (source: RICS)
- A forecast 23% rise in materials costs from January 2020 to August 2022 (source: BCIS index)
- Reported 19.6% annual increase in labour costs (source: Construction Index).

There are hence some challenges apparent to capacity within the Business Plan as a result of higher unit costs of maintenance, future stock investment requirements and market conditions. In terms of the apparent higher costs, it is therefore key to understand the drivers of this and hence identify options and actions to tackle these drivers and recover some of the capacity within the Plan.

UNDERSTANDING THE COST DRIVERS: HOW DIFFERENT PARTS OF THE HOUSING STOCK 'BEHAVE'

As part of development of this Asset Management Strategy, ARK has carried out analysis of the available data. It is recognised within this strategy that there remain 'health warnings' regarding some of the data and hence the conclusions.

This section considers some of the observations in relation to:

- Different property archetypes
- Different parts of the portfolio
- Examples of specific schemes
- Examples of individual 'high cost' properties

Different property archetypes

In terms of property archetypes, we have compared repairs demand and stock turnover between houses and bungalows on the one hand and flats on the other, and between general needs and independent living.

The repairs demand comparison must be qualified as there were a number of repairs that were not recorded against Unique Property Reference Numbers (UPRNs), however this indicates slightly higher demand from houses and bungalows and from general needs properties.

The twelve months to October 2021 indicated that stock turnover is higher for flats (12.3%) compared to houses (7.0%) and for independent living (12.9%) compared with general needs (6.1%).

There were 40 properties that as at the end of March 2022 had been empty for over 6 months, all apart from 3 of which are independent living. Fifteen of these voids are within 2 schemes, Southfields Court and Hopkins Court.

Different parts of the portfolio

Independent living

Broxtowe's independent living stock of bungalows and flats account for around one third of the total stock. As set out above, stock turnover and void levels are higher within the independent living portfolio compared to general needs.



A recent review led by HQN of the independent living stock in 2019 has subsequently resulted in the decision to 'de-designate' certain schemes to general needs where it is felt that they are unsuitable for older persons' accommodation and the provision of the independent living service. Factors include access (lack of lifts), number of units and incorporation within existing general needs schemes. There are also issues with adaptability of some units for residents with mobility needs or in the 'institutional' feel of some of the adapted bathrooms (for example Regency Court pictured).

A three-phase programme of option appraisals was identified following on from the HQN report and the first phase of schemes have been 'de-designated' to general needs, with individual residents having the choice to continue paying for and receiving the independent living service.

Greater competition in the market for older people's accommodation, including retirement living and extra care, coupled with rising expectations around standards of accommodation and services, mean that some schemes in particular will be vulnerable to falling demand and the potential future oversupply identified earlier. We have set out in the next section how we propose to undertake a further review of the portfolio.



Garages

The Council owns and manages a portfolio of 828 garages. As at November 2021, there were 89 void garages representing a 10.7% void rate. Void rent loss has been around 22%.

Annual income from the garage portfolio is circa £350,000. There is provision within the HRA capital programme of £243,000 for garage repairs.



As is the case with many garage sites, there are challenges associated with the size of garages to accommodate modern day cars, which can see garages let for alternative uses and subject to anti-social behaviour.

A number of the post-war estates have been designed with a 'Radburn'-style layout, with front

doors opening on to pedestrianized areas and hence no car parking areas at the front. This arguably poses more of a challenge in that there is a greater dependence within these estates on the garages or communal parking areas.

The Council is developing a programme of clearance and disposal or redevelopment for the worst performing garage sites with redevelopment for housing where appropriate, for example at Chilton Drive, Nuthall (pictured).

Examples of specific schemes

As part of developing the Asset Management Strategy, ARK has modelled some individual schemes in order to obtain an initial indication of their 'performance' and the extent to which they are potentially 'assets' or 'liabilities'.

These use available data on repairs and voids activity at scheme and property level and apply a number of assumptions (including assumed costs within the Business Plan) where appropriate:

Item (cost per unit per annum)	Assumption
Responsive repairs	Actual repairs volume for scheme multiplied by average repairs cost for Borough (£140.51)
Void repairs	Actual turnover for the scheme multiplied by ARK's benchmark void repair cost (£2,103.29 excl. VAT)
Gas servicing & repair	ARK benchmark cost (£131.67 excl. VAT)

Other cyclical repairs	ARK benchmark cost (£169.00 excl. VAT)
Management	HRA Business Plan forecast for 2022/23 (£4.892m) divided by 4,383 properties
Depreciation	HRA Business Plan forecast for 2022/23 (£4.180m) divided by 4,383, however apportioned in relation to the average scheme rent divided by the average Borough rent
Loan charge	HRA Business Plan forecast for 2022/23 (£3.074m) divided by 4,383, however apportioned in relation to the average scheme rent divided by the average Borough rent
Rental income	Based on the stock list provided Void rent loss calculated with reference to the list of void properties provided and the period when void. We have used the 12-month turnover rate, taking into account the reduction in turnover in 2020/21 due to the pandemic, however have compared it to the 2019/20 figure to ensure that the most recent 12 months' figure is representative.

The following scheme analyses are intended as an initial high-level illustration and should not be used as a substitute for a full option appraisal or more accurate scheme performance and grading assessment. For example, the use of the average management cost across all of the stock will understate the management cost and overstate the performance of those schemes that are known to require more management time, for example due to anti-social behaviour, voids and turnover, rent arrears and so on, and where a more sophisticated assessment can allocate management costs based on these variables.

The first two examples relate to schemes where there are potential issues of sustainability. The third is provided as a 'control', where the scheme is generally viewed as operating successfully.

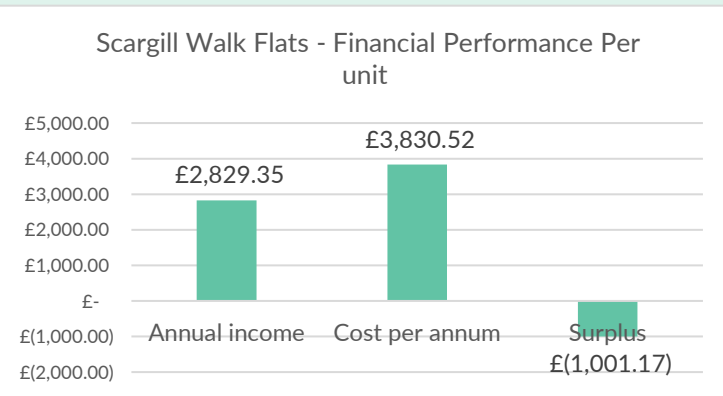
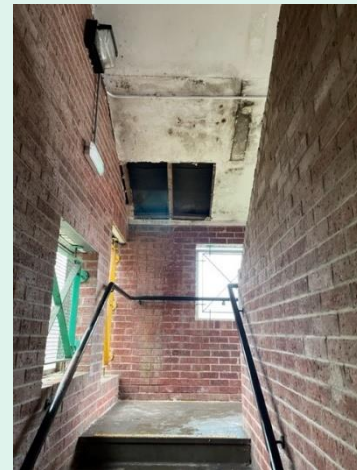
Case Study 1: Scargill Walk flats, Eastwood



A 1977 scheme of 22 x 1-bedroomed flats in 2-storey blocks close to Eastwood town centre. The scheme is adjacent to other council properties including houses on Scargill Walk and independent living flats at Hopkins Court (constructed around the same time) and older Victorian terraced houses in Princes Street and Wellington Street.

The external environment is poor, with gated narrow walkways, little evidence of communal maintenance and a poor standard of cleanliness. An inspection of one of the void properties revealed a poor standard of decoration and evidence of mould and leak damage, however the kitchen and bathroom fittings were relatively modern (the kitchen appeared to have been replaced on the void).

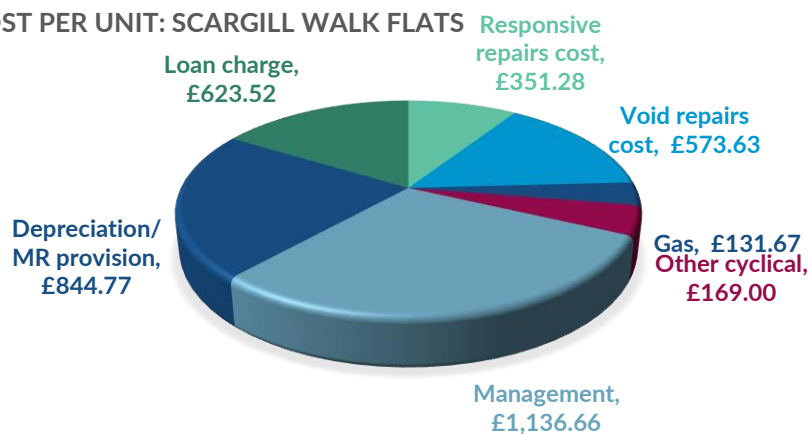
The scheme has a lower level of repairs per unit per annum (2.5) however high stock turnover (27% in the twelve months to the end of October 2021). Rent loss has been nearly 10% during this period.



Average rents are £66 per week (48 week per year) with relet rents just over £70. Rental income for the scheme is £69,620 less £7,374 void loss resulting in £62,246 or **£2,829.35 per unit.**

Using the unit cost assumptions set out above, the annual cost is estimated at **£3,830.52 per unit** resulting in a deficit of **£1,001.17 per unit.**

The cost breakdown is estimated as follows:

COST PER UNIT: SCARGILL WALK FLATS


The deficit is driven by reduced rental income and increase revenue and cyclical repair costs. The position is arguably understated as the unit management costs will undoubtedly be higher for Scargill Walk, given anti-social behaviour activity and high stock turnover.

The impact across the whole scheme is an annual deficit of £22,000, which if it continues is equivalent to a Net Present Value (NPV) over 30 years of minus £419,000 (- £19,045 per unit).

The stock condition survey does not forecast any internal works necessary within the next 10 years. Communal works identified include replacement of the door entry system and store doors and improvements to the stairwell balustrades. The overall property condition is described as 'average'.

An option appraisal will clearly need to consider whether the current position can be reversed, for example through improvements to communal decoration and maintenance, improved or more sensitive lighting and security and changes to management and lettings. Alternatively, the cost of disposal/ clearance is likely to be circa £0.5million including Home Loss & Disturbance payments, rent loss during the decommissioning process and demolition. There will be between 15 to 20 households to rehouse (allowing for voids and tenancy terminations). The Council owns and manages 58 other general needs and 160 independent living 1-bedroomed flats in the NG16 area. Any redevelopment will have a further capital investment requirement however would seek to produce a more viable asset, both in terms of value to customers and neighbourhoods and financially to the HRA Business Plan. This could include higher density and higher rental value schemes. There may be an option to link the appraisal of Scargill Walk with the adjacent independent living scheme at Hopkins Court, in terms of a larger improvement or redevelopment programme.

Case Study 2: Ribblesdale Court, Chilwell



Built in 1976, Ribblesdale Court comprises 8 x 3-storey blocks with no lift, each of which contains 9 flats. There are 24 x 1-bed flats and 48 x 2-bed flats.

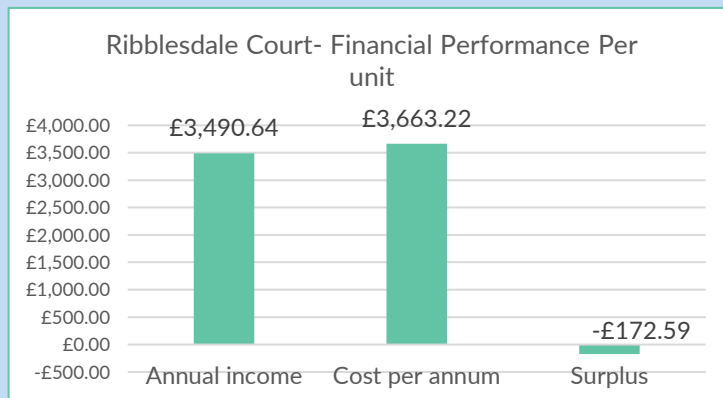


8 of the 2-bed flats have been sold under Right to Buy as leasehold properties.

The scheme is part of a wider high-density development of Council dwellings on the edge of Chilwell built over the 1960s and 1970s, with other 3-storey blocks of flats and also houses.

The external environment is mixed, with some external and internal communal areas well-maintained and others exhibiting evidence of anti-social behaviour.

The blocks have a higher level of repairs per unit per annum (3.4) compared to the Borough average, and stock turnover is also higher than the average (12.5% in the twelve months to the end of October 2021). Rent loss has been around 2.5% during this period.



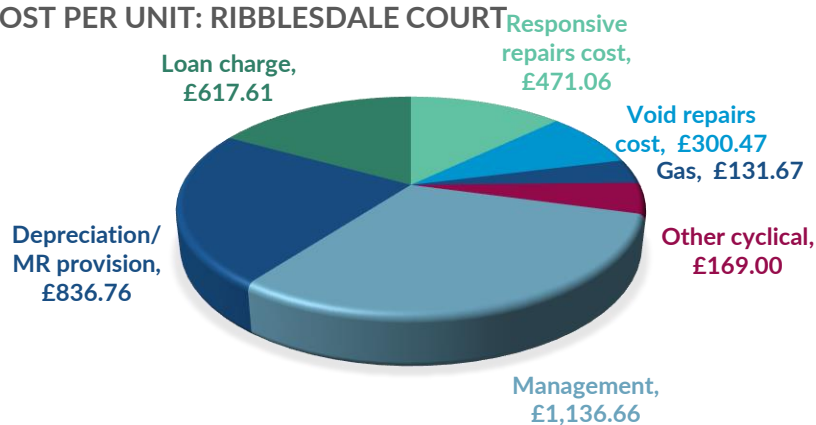
Average rents are £65 per week (48 week per year) lower than the Borough average, with relet rents for 2-bed flats just over £82. Rental income for the scheme is £219,910 less £5,777 void loss resulting in £62,246 or **£3,490.64 per unit.**

Using the unit cost assumptions set out above, the annual cost is

estimated at **£3,663.22 per unit** resulting in a deficit of **£172.59 per unit.**

The cost breakdown is estimated as follows:

COST PER UNIT: RIBBLESDALE COURT



The deficit is driven by higher revenue and cyclical repair costs. As with Scargill Walk, the position is arguably also understated for Ribblesdale Court as the unit management costs will undoubtedly be higher.

The impact across the whole scheme is an annual deficit of £10,900, which if it continues is equivalent to a NPV over 30 years of minus £207,000 (-£3,234 per unit).

The stock condition survey identifies a need to replace boilers and windows within the next 5 years. Further works will be necessary over the next 10 years to wall finishes, communal flooring, boundary walls and balustrades. The overall property condition is described as 'average' for the vast majority of properties, with a small number recorded as 'good' or 'poor'.

Again, an option appraisal will clearly need to consider the pros and cons of improvements to the environment and management of the flats as opposed to disposal and/or clearance. Alternatively, the cost of disposal/ clearance is likely to be circa £1.4million including Home Loss & Disturbance payments, rent loss during the decommissioning process and demolition. In addition there will be the additional cost of purchase of the 8 leasehold flats sold under Right to Buy which at c.£125,000 each would add a further £1.1m, resulting in initial costs of £2.5million. There will be around 50 households to rehouse (allowing for voids and tenancy terminations).

Again, any redevelopment will have a further capital investment requirement however would seek to produce a more viable asset, both in terms of value to customers and neighbourhoods and financially to the HRA Business Plan. There are potentially opportunities for better utilisation of the site enabling higher density development.

Case Study 3: Templar Road, Beeston

Another scheme from 1977, Templar Road comprises 42 x 1-bed flats in a 3- storey block with no lift. 3 of the flats have been sold under Right to Buy and a further 28 have been redesignated from independent living to general needs.

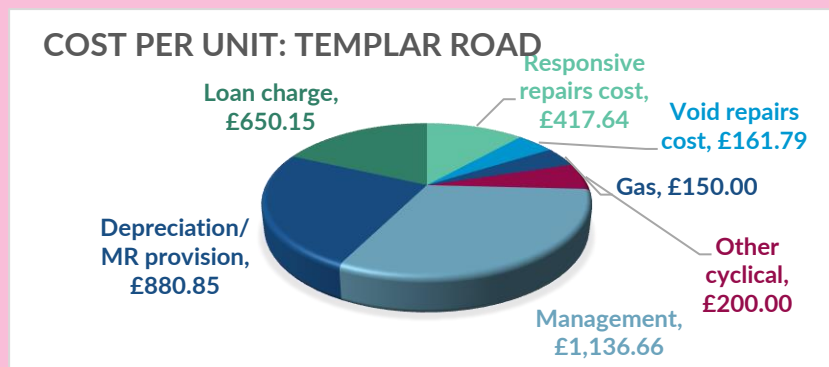
The scheme appears well-maintained internally and externally.

The properties have a level of repairs per unit per annum (3.0) which is close to the Borough average, whilst stock turnover is lower than the average (7.7% in the twelve months to the end of October 2021). Rent loss has been around 0.9% during this period.

Average rents are £69 per week (48 week per year), i.e. lower than the Borough average. The previously-designated independent living flats also have a weekly service charge of £12.78 and residents have the option to continue paying for the service. Rent and service charge income for the scheme is £146,400 less £1,291 void loss resulting in £145,109 or **£3,720.73 per unit**.

Using the unit cost assumptions set out above, the annual cost is estimated at **£3,597.10 per unit** resulting in a surplus of **£123.63 per unit**.

The cost breakdown is estimated as follows:



The impact across the whole scheme is an annual surplus of £4,821 including service charge income, which if it continues is equivalent to a NPV over 30 years of £91,800 (£2,354 per unit).

However, when compared to the previous two schemes, it is likely that the management costs and potentially void costs in this case are overstated and hence the financial performance understated.

The stock condition survey identifies the need over the next 10 years for replacement of kitchens, boilers, windows, and communal doors, works to internal communal areas and external areas including outhouse roofs. The overall property condition is described as 'good' or 'average' although three surveyed properties are described as 'poor'.

Example of high-cost properties

ARK has identified the 50 properties with the highest repairs demand from April 2018 to October 2021. Whilst these properties represent 1.1% of the stock, they account for over 5% of the total repair demand. Over this period, an 'average' property would be expected to generate approximately 10 repairs, however the 'top 50' generate between 29 and 52 repairs in comparison. Some of the key findings are:

- 38 of the properties are general needs and 12 independent living.
- In terms of archetypes, 20 are houses. 12 flats and 6 bungalows.
- The most common themes for these repairs are leaks, roofing repairs, radiator repairs, roofing and wall plaster issues.
- Whilst there are some links to components nearing the end of their life and requiring replacement, this would not appear to be the main cause. Other factors may be tenancy-related or linked to the repairs process including diagnosis, work quality and specifications.
- There are examples of 'repeat repairs' where the initial or underlying fault may not have been rectified.

The following properties have the highest repairs demand over the period:

2-bedroomed bungalow, Nuthall

Designation of property: general needs

Year of construction: 1983

No. of repairs (April 2018 – October 2021): 52

Common repairs: bathroom/ shower (9no.), heating (9no.), damp (4no.)

Stock condition: overall condition good (cloned). Roof and doors 18 years' remaining life, bathroom 18 years, boiler 8 years, kitchen 9 years

2-bedroomed flat, Stapleford

Designation of property: general needs

Year of construction: 1958

No. of repairs (April 2018 – October 2021): 47

Common repairs: roofing/ roofline (9no.), UPVC doors (5no.), boiler (5no.)

Stock condition: overall condition average (surveyed). Boiler has 3 years' life remaining, roof and doors 18 years

1-bedroomed bungalow, Eastwood

Designation of property: independent living

Year of construction: 1958

Type of property: 1-bed bungalow (independent living)

No. of repairs (April 2018 – October 2021): 47

Common repairs: heating (9no.), kitchen (6no.), roof (4no.), windows (4no.)

Stock condition: overall condition good (cloned). Boiler has 7 years' life remaining, kitchen 3 years, windows 11 years. Property re-roofed in 2018 (although there appear to have been subsequent issues).

It is key to understand in more detail and address the factors that are driving higher demand for repairs in some of our properties, as this impacts on both customer satisfaction and financial viability.

IMPACT ON CUSTOMERS

Customer feedback on service delivery

The majority of responsive repairs are delivered by the Council's Direct Labour Organisation (DLO). Void repairs have also been delivered by the DLO, however the Council is considering options to use external contractors. Planned maintenance is delivered by external contractors, including United Living who deliver much of the component replacement.

The service monitors customer satisfaction with its repairs service via the annual STAR survey, using twelve questions which relate to the different stages of the process, from reporting repairs and communication on job progress through to completion of the repair. The response rate for 2021 was just under 10% of all tenants.

The average of all satisfaction measures for 2021 was 81%. This is lower than KPIs used across the sector and specifically in repairs contracts, where a minimum 90% is normally specified. The average satisfaction measure has fallen from over 95% in 2018/19, whilst the measure for satisfaction with the overall service is at 74%.

Particular areas of low satisfaction (below 70%) include appointments, communication on job progress and the time before work is started. Any strategy to move overall satisfaction above 90% must address the issues of communication, including ensuring that as a minimum customers receive text confirmation of jobs reported and appointments, reminder texts or calls the day before the appointment and when the operative is on route to the job, and booking follow-on works before the operative leaves the customer's home.

Whilst the communication issues clearly impact on the customer experience, there is also the potential that these impact on delivery costs, for example through repeat calls to chase progress, problems of access and recalls or repeat repairs.

Anecdotal evidence from Members and senior officers is that there are high incidences of repairs associated with damp, mould and leaks, along with a need for repeat visits to resolve repair issues.

It is not easy to provide a definitive clarification of this from the available repairs data, in particular as these are not categorised by trade and the descriptions are in 'free text'. An initial search shows that over the last twelve months, there appear to have been 1,819 reported repairs involving leaks, 319 damp and 112 mould. This is around 17% of repairs reported or on average one such repair for every two properties.

ARK has carried out some more detailed repairs analysis on selected schemes, for example Princes Street, Eastwood:

- Over 2020 and 2021, 56 repairs were reported from the 66 properties which appear to relate to damp and leaks
- 21 of these repairs relate to 8 dwellings, some of which appear to be repeat problems; 2 of the properties account for 9 repairs
- Of the 56 repairs in total, 15 appear to relate to the bathroom or WC, 12 to kitchens, 11 to boilers and heating distribution and 9 to roofs

When comparing to the stock condition survey, this shows:

- The majority of properties requiring kitchen replacements over the next 10 years, with 25 potentially requiring a replacement within 2 years of the survey
- Nearly all properties are forecast to require boiler replacement in the next 4 to 5 years
- The majority of roofs – in particular natural slate roofs – require replacement in the next 8 years, along with associated roofline works
- Chimneys require works within the next 3 to 8 years
- Works are also need to the external wall finishes within the next 8 years

The investment requirements are likely to be in the range of £15,000 to £18,000 per property. This example demonstrates the potential linkages between stock condition and investment and repairs demand.

Clearly, repairs intelligence such as this needs to be used to inform investment programmes, however this should also be subject to an assessment that the scheme

is viable as an asset and that any investment in components will improve its performance from both a customer and financial perspective.



Legislative changes

In looking to address the need for improvement in repairs and maintenance services to customers, the Council needs to be mindful of forthcoming legislation.

The new Social Housing Regulation Bill announced in the Queen's Speech on 10 May 2022 proposes to introduce stronger regulatory and intervention powers with regard to the delivery of services to tenants. The main elements of the Bill affecting Council housing are:

- Enabling the Regulator to intervene with landlords who are performing poorly on consumer issues, such as complaints handling and decency of homes, and to act in the interest of tenants to make sure issues are rectified.
- Enabling the Regulator to inspect landlords to make sure they are providing tenants with the quality of accommodation and services that they deserve.
- Creating new Tenant Satisfaction Measures which will allow tenants to see how their landlord is performing compared to other landlords and help the Regulator decide where to focus its attention.
- Guaranteeing that the Regulator will be able to act more quickly where it has concerns about the decency of a home. They will only be required to give 48 hours' notice to a landlord before a survey is carried out.
- Providing powers for the Regulator to arrange emergency repairs of tenants' homes following a survey and where there is evidence of systemic failure by the landlord. This will ensure that serious issues are resolved rapidly where a landlord is unable or unwilling to act.
- Ensuring there will be no cap on the fines that the Regulator can issue to a landlord who fails to meet required standards.

The proposed legislation reflects the higher profile provided recently to reported cases of maladministration of repairs to customers' homes, highlighted in recent determinations by the Housing Ombudsman (including the performance of landlords in relation to cases of reported damp³) and coverage in the national media. It is therefore critical that the Council addresses the issues in relation to lower customer satisfaction, including not only the efficiency and communication with regard to repairs delivery but also effective root cause analysis.

COMPLIANCE AND SAFETY

The Council has statutory compliance and other obligations in respect of the service and maintenance of mechanical and electrical installations and equipment across all HRA properties. It needs to ensure that it has a robust inspection, testing and servicing regime in place with regard to the following:

³ *Spotlight on damp and mould: its not lifestyle* Housing Ombudsman (October 2021)

- Gas safety (including carbon monoxide)
- Electrical safety
- Fire prevention
- Asbestos
- Water hygiene and legionella
- Lift safety

As part of this review, we have had limited sight of compliance reporting, with the exception of overall KPIs for electrical and gas safety inspections and example Fire Risk Assessments. We have therefore been unable to provide a view as to the effectiveness of compliance management, save that the availability of reports suggests a need to strengthen the reporting function.

We are advised that work is underway to ensure that all activities are supported by a robust regime of reporting at all level, supported by periodic review and sampling, to provide assurance that all inspections have been undertaken, appropriate certification and records in place and evidence that any resulting remedial work has been completed.

The proposed Tenant Satisfaction Measures which are likely to be introduced under the Social Housing Regulation Bill include a requirement to report on all of the key compliance issues.

With regards to legislative changes, whilst the Council does not manage any 'high risk' buildings as defined by the Building Safety Act 2022, it is conceivable that the definition could in the future be widened in relation to the duty-holder regime and the requirement to collate and manage a wide range of information in relation to the building's construction and safety.

OVERVIEW OF THE COUNCIL'S STRENGTHS AND WEAKNESSES WITH REGARD TO ASSET MANAGEMENT

In this section we have sought to set out our understanding of the Council's housing assets.

There are clearly a number of strengths and advantages associated with Broxtowe's housing stock:

- Most of the neighbourhoods in which the stock is located appear to be sustainable, including what appear to be relatively buoyant urban centres.
- The stock is largely traditionally built and all low-rise.

- The current HRA Business Plan has capacity to deliver current forecast investment in improvements to the existing stock and development and acquisition of new properties.
- The Council has recently undertaken a stock condition survey in 2019 and so has an accurate view of the overall investment requirements over the next 30 years. It has also commissioned a recent independent review of its non-traditional stock which has recommended retention and investment.
- Works have been undertaken to improve the energy efficiency and fabric of a number of its homes, including through External Wall Insulation (EWI) programmes.
- There has been a strong focus on improving management of gas safety and carbon monoxide risks.

There are however some significant challenges for the Council which need addressing through this strategy. Whilst the stock and the neighbourhoods in which it is situated do not on the face of it give major cause for concern, this masks some serious risks to the stock and the deliverability of the HRA Business Plan:

- The quality of data held and accessible to officers - and hence the way in which data is used to inform decisions and promote a strategic approach to asset management - is not currently sufficient to deliver effective asset management. Information on investment requirements by individual property has only recently started to become available due to data migration issues between systems, although this should soon be resolved. EPC data has largely been out of date and only partially available, and this is currently being addressed by officers, whilst the full cost of repairs to properties is not being captured. All of this provides obstacles in both setting a forward investment programme and in making rational decisions with regard to specific properties or segments of the stock.
- The Business Plan faces further challenges through the investment requirements for Net Zero Carbon by 2050 and the intermediate target of bringing all properties to a minimum EPC C-rating by 2030/2035. Estimates for the sector are of circa £21,000 per property over the next 30 years (although elements will be covered in the current provision for building fabric and heating). Some properties will clearly not be suitable for retrofit. The current lack of accurate data is a potential barrier to the Council accessing additional funding, such as future rounds of Social Housing Decarbonisation Fund (with bidding for the SHDF expected to open in August 2022).
- ARK's benchmarking - which is based on a detailed analysis of source data - shows that the Council's revenue costs are higher than average, a function of both higher demand and average repair cost, although this potentially contradicts earlier benchmarking through Housemark which has largely been driven by the Finance Team. We have earlier identified examples of higher

demand properties and blocks. The Council needs to develop its intelligence in order to understand the links between repair demand and investment requirements, tenancy management interventions or the need to appraise future options for the properties. The higher average repairs cost also suggests an investigation of productivity and supply chain costs in relation to delivery. If costs continue to exceed the provision made within the HRA Business Plan then this will clearly reduce the capacity for investment in the existing and new stock.

- Satisfaction levels appear lower than would be expected and, in some cases, would appear to be related to the ability to resolve complaints either at first visit or root cause.
- The independent living portfolio accounts for almost one third of the rented stock, 70% of which are flats. Although the Council has taken steps to de-designate some blocks back to general needs, there remain challenges regarding the current and longer-term sustainability of some of the schemes, particularly in relation to meeting customers' expectations, adaptability and accessibility and the overall service delivery model.

SECTION 3: RECOMMENDATIONS & THE WAY FORWARD- HOUSING ASSETS

WHERE DO WE WANT TO BE?

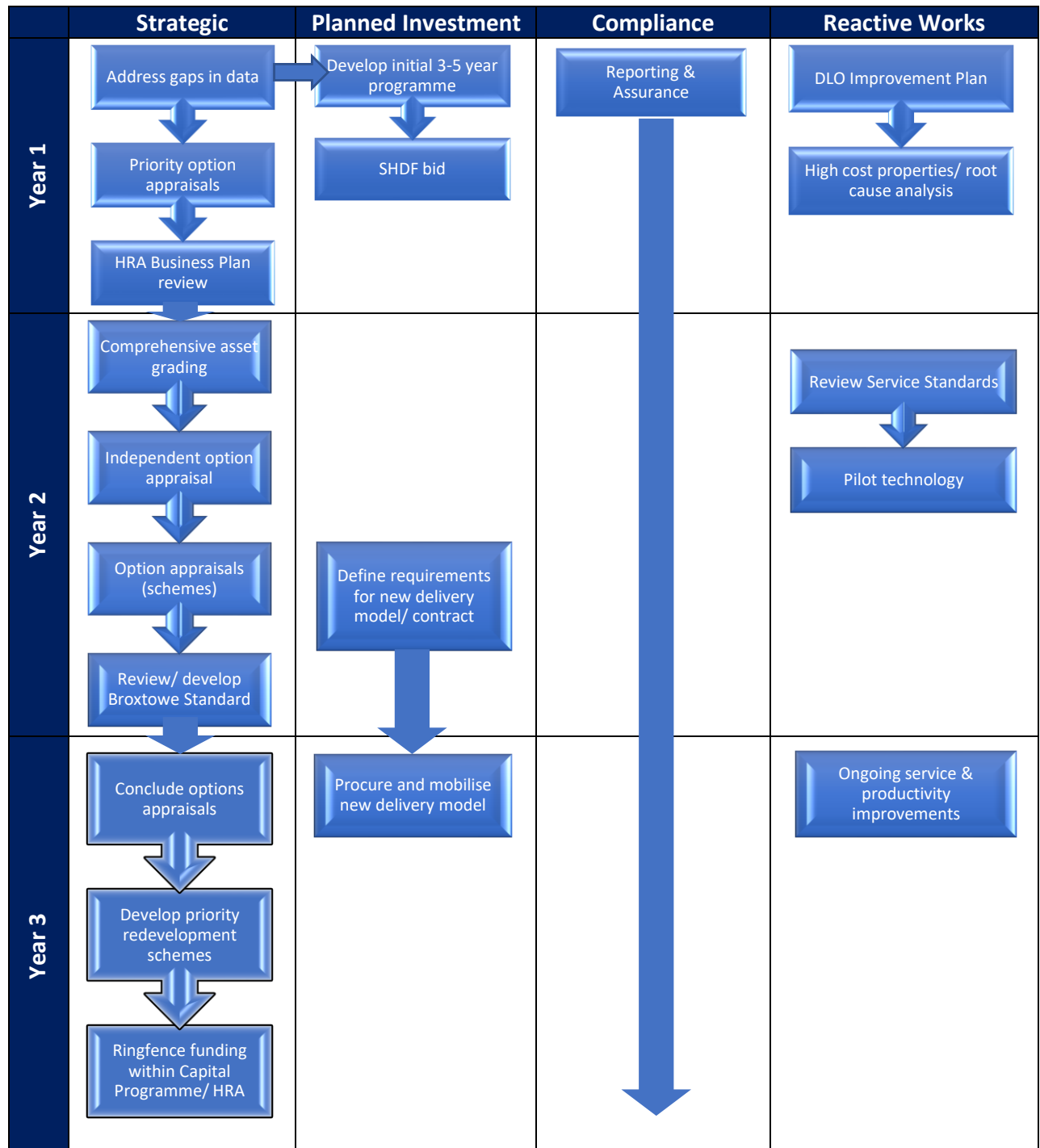
In this section we have set out the overall approach and specific recommendations for the Council in managing its housing stock.

The aim of this Asset Management Strategy is to provide the guidance and direction to enable the Council to develop its approach. In terms of where Broxtowe needs to be in relation to excellence in asset management, we would identify this as follows:

- The Council has clear standards for its homes, schemes and estates, which inform its technical standards, investment programmes and decisions in relation to specific assets.
- The Council has set clear targets for the performance of its stock in relation to an agreed set of customer, financial and technical objectives.
- The Council understands the performance of all areas of its stock and can identify which properties and schemes have long-term sustainability and which require intervention or option appraisals.
- For those properties assessed as sustainable, the Council has a clear long-term rolling programme of component replacement, with long-term forward programme of addresses providing certainty to both customer and contractor.
- The Council has a robust methodology to appraise the options for specific properties and schemes and has a programme of appraisals in progress. Whilst some appraisals may result in retention with management interventions or disposal of individual properties, it is able to develop a 20-year programme of major redevelopment.
- The Council can evidence clearly a strong focus on compliance and safety, both in relation to inspection and remedial work.
- The Council is able to identify avoidable responsive repair demand and control cost through targeting of the investment programme, using root cause analysis to tackle common causes of repair, and through other tenancy or asset management interventions.
- The Council has clear service standards for our customers and a delivery model which provides high levels of customer satisfaction through effective communications, scheduling, quality of work and first-time fix.

OUR RECOMMENDED APPROACH

We have set out our recommended approach for Broxtowe over the next three years in relation to the different elements of asset management activity:



YEAR 1 (2022/23)

Strategic

An immediate priority is addressing the gaps in the collation and **use of data and intelligence**. At present the Council's approach to asset management is severely hampered by its limitations in respect of and approach to asset data and intelligence. This means that officers have been limited in their ability to prioritise investment, link asset data from different sources or provide evidence to inform options appraisals and specific decisions.

There are some existing gaps that the Council is currently addressing and needs to conclude as a matter of priority. Prioritisation should therefore be given to filling the following 'gaps':

- **Stock condition:** Ensuring that the full stock condition survey information including expenditure projections are available at UPRN level (this is beginning to become available through the migration from Lifespan to Capita)
- **Energy performance:** up to date EPC data is required across the stock, and in particular in relation to properties with a D-rating or lower. This is particularly key given the expected opening of bidding for Wave 2 of the Social Housing Decarbonisation Fund (SHDF) in August 2022. Work is now underway to try and bridge this gap which can potentially be addressed through the following actions:
 - 'Cloning' of ratings for individual properties, informed by more recent EPC surveys (e.g. on voids)
 - Review of properties where since the previous survey there has been investment in the building fabric or heating, including use of thermal imaging
 - Procurement and delivery of additional EPC surveys
- **Repairs costs:** reconfiguration of the repairs ICT system to capture all costs against jobs by UPRN, including labour, materials, subcontractors, transport, overheads and preliminaries.

Once this data is in place, it will allow a more robust and sophisticated assessment and monitoring of asset performance, as recommended for Year 2.

Within the first year we also recommend that the Council commence initial **priority option appraisals**. We have proposed that for year 2 (below) that a comprehensive asset grading exercise is undertaken which will identify a number of schemes and properties where option appraisals are required. However, we recognise that without the data Broxtowe can identify certain schemes which clearly have viability issues, for example some of the independent living schemes as well as general needs schemes, such as Scargill Walk which was considered in the previous section, and commence the appraisal process.

These appraisals will involve a far more detailed assessment of each scheme, including:

- Development of a specific options appraisal and report template
- More detailed analysis of the data at the scheme level
- Site visits involving key staff and stakeholders to score and grade a number of factors including:
 - Scheme appraisal
 - 'Kerb appeal'
 - Condition of property (validate stock condition survey assessment)
 - Security
 - Refuse and litter
 - Parking
 - Accessibility
 - Location
 - General neighbourhood
 - Quality
 - Amenities
 - Street security
- Research into local housing market
- Option generation
- Modelling of 30-year NPV for each option, including decanting, clearance and redevelopment costs

The next **review of the HRA Business Plan**, which is due in late 2022, should be informed by the outcome of any completed options appraisals and also the initial planned investment programme (see below). This will inform an assessment of the capacity to deliver further new homes.

Planned Investment Programme

Once the key information gaps have been addressed, it will be possible to undertake the following:

- Produce initial address list for each component replacement programme (e.g. kitchens) over the next 3 years based on condition survey data
- Identify the high repairs demand properties (including high void costs) and identify any links between common repairs and potential investment (either within the 3 years or beyond, where earlier component replacement may benefit responsive repairs expenditure)
- Identify schemes or properties that may require option appraisal and the component investment requirement associated with these (and hence any potential deferral of investment activity pending the outcome of the option appraisal)

- Identify properties with EPC D-rating or lower and identify any investment requirement in building fabric or heating (either within the 3 years or beyond), subject to whether these also require an option appraisal.

A 'smoothed' 3-year investment programme can then be produced, driven not only by the stock condition data but also by repairs and EPC data along with taking into account properties requiring an option appraisal (which may be added back into the programme if the appraisal recommends retention).

For low EPC-rated properties, a 'fabric-first' approach to investment – focusing on insulation, doors, windows, roofs etc. – should be pursued, however where heating systems are due for renewal during the period then this should still take place, given the 15-year lifespan for boilers (which will expire before the 2050 deadline). A priority list of schemes for SHDF funding will need to be developed in preparation for the opening of the bidding round (anticipated to be August 2022), and should be focused on properties which the Council is confident will continue to be viable.

Compliance

Broxtowe needs to be able to demonstrate that it has in place an appropriate compliance regime for the following:

- Gas safety
- Electrical safety
- Asbestos
- Fire risk assessments
- Water hygiene/ legionella
- Lifts

Key elements that must be in place include:

- Clear policies in respect of each area
- Identified responsibility/ appropriate specialist contracts
- A clear inspection regime that meets statutory requirements
- Regular performance monitoring on inspections and remedial works
- A means of tracking the completion of remedial works
- Appropriate reporting up to Executive and Cabinet Member level
- Evidence of sample checking and assurance
- Contracted third party audits

ARK has so far only seen limited information and so have not been able to make an assessment on the robustness of compliance management, save that they have not seen any comprehensive reporting.

Reactive Works

As identified earlier, according to ARK's analysis and benchmarking, Broxtowe's revenue repairs costs appear higher than the expected benchmark. We understand that the Council has already agreed an efficiency and **improvement programme for the DLO**, which will need to include:

- Review of deployment of ICT, to include:
 - Accuracy in cost recording
 - Standard reporting, including productivity and commercial management
 - Communication with customers/ improving access
- Review of overheads and preliminaries, including management and supervision, offices/ depot
- Review of supply chain, including subcontractors, materials and vehicles

This will need to be accompanied by other measures aimed at reducing revenue costs which are linked to strategic asset management activity, including **root cause analysis** and full analysis of those properties exhibiting the **highest repairs demand**.

YEAR 2 (2023/24)

Strategic

We recommend that the Council undertakes a **comprehensive asset grading exercise** in year 2, which will be possible once the key information gaps have been addressed. Typically, an organisation's housing stock can fall into 3 categories:

- Stock that generates a positive financial return, has sustainable demand, has a viable future and should therefore continue to be invested in: (normally c.70% properties)
- Stock that appears to make a positive financial return and does meet demand, however there may be certain factors (property, tenancy, neighbourhood) which may affect its future viability if not addressed (normally c.10-20% properties).
- Stock that either does not generate a positive financial return and/or demonstrates other factors (investment needs, customer behaviour, neighbourhood and market factors), and therefore where an option appraisal

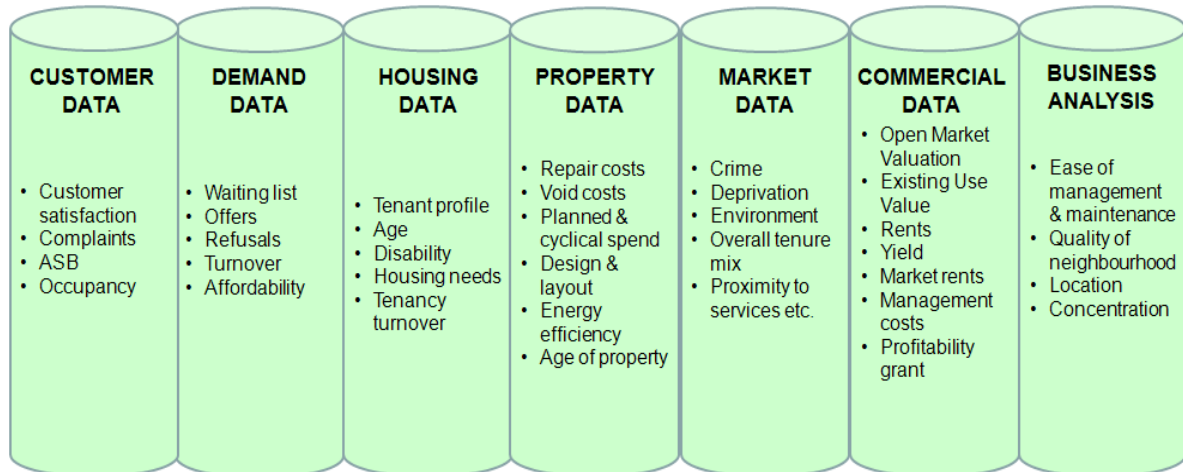
should be undertaken before committing to major re-investment (normally c.10-20% properties).

Although the Council can potentially identify certain individual schemes or properties that quite clearly have viability issues and where option appraisals can commence, it needs a more robust data and intelligence base with which to inform decisions around retention, disposal, remodeling and so on.

An asset grading exercise will provide this level of intelligence across the stock, specifically providing the following:

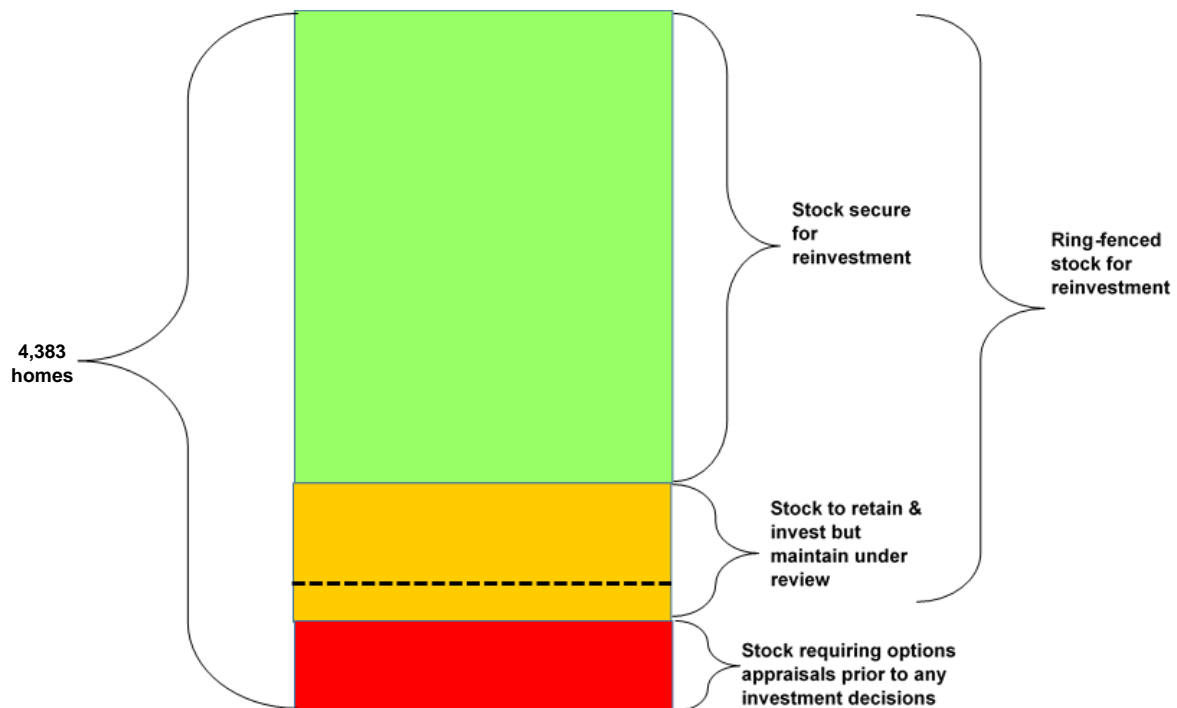
- Accurate net present value and surplus/ deficit calculations by scheme and property, using management costs that reflect the actual management input for the scheme or property rather than the stock-wide average
- Assessment of performance against a wide range of other measures and metrics – assets, customer behaviour, neighbourhoods and markets
- The ability to model scenarios and options in terms of their impact on scheme viability
- Regular updating as the data changes

Examples of the data that can be sourced to inform the grading are as follows:



This will be in the form of green, amber and red bands, where ‘green’ properties are long term sustainable assets, ‘amber’ are sustainable but should be kept under review and ‘red’ stock will be the subject of option appraisals and have clear reinvestment strategies.

This is represented by the illustration below.



The volume of stock ring-fenced as secure for investment will include the better performing amber stock. Once the grading is complete, the Council can set out the long term investment strategy for the majority of the asset base and so create a clear forward order book for its contractors.

The remainder of the stock will need to go through **option appraisals** to determine appropriate investment requirements or whether other interventions are needed, to strengthen the Council's underlying asset base.

This will inform reviews of the investment programme – with stock added to or removed from component replacement programmes for example.

We would also propose that the 2019 review is revisited through a specific **option appraisal of the independent living portfolio** (post-Covid has led to many landlords re-evaluating their service offers) as a more fundamental review is required of the independent living portfolio, which not only focuses upon the asset but also the overall accommodation and service offering to older people. This would also reflect some of the challenges with 'Category 2' schemes such as Southfields Court which is exhibiting challenges with regard to lettability. We recommend that the portfolio as a whole is reviewed – and that individual scheme reviews are led by this – rather than simply individual scheme reviews or options appraisals, as this will ensure that the overall 'offer' of housing and services to older people can be defined.

At a 'macro' portfolio wide level, this should include:

- Engagement with commissioners for older peoples' services (the most recent Market Positioning Statement highlights an intention to expand the number of extra care units, ensure that schemes support people with dementia and

emerging complex needs, and also promotes a balance of needs and hence vibrant communities, for example including younger people with moderate support needs).

- Definition of the independent living service offer, in consultation with residents, families and commissioners. This includes a link to the removal of hard-wired warden call systems and the replacement with digital technology linking to telecare solutions. It can also involve the extent to which schemes interact with the wider community and neighbourhood, for example services and activities delivered through the communal facilities for example.
- Appraisal of the competition within the local market for older people's accommodation.

At a 'micro' or scheme level, this requires an inspection and assessment (both physical and desktop) of each scheme, which would enable the categorization of schemes on an initial traffic-light system such as the following:

RED	Issues relating to the physical nature, repair or condition of the scheme, the degree of local demand/competition, an inherent viability problem or a combination of these means significant action needed within 5 years.
AMBER	A probable requirement that major investment, development or re-utilisation needed within 15 years. Amber schemes are unlikely to sustain good long-term demand without the identified actions or investment.
GREEN	A scheme is essentially sustainable in the longer term (up to 30 years) in its present form with some improvement & upgrading work.

There is also a basic option appraisal methodology which can be applied using a series of factors. The options would broadly be:

- Option 1 – Improve and continue in current use
- Option 2 – Improve for an alternative use
- Option 3 – Remodel for current use
- Option 4 – Remodel for an alternative use
- Option 5 – Redevelop for current use
- Option 6 – Redevelop for alternative use
- Option 7 – Dispose of property as a going concern
- Option 8 – Dispose after decommissioning

The criteria which should ideally be considered in relation to the appropriateness of each option, and which would usually require weighting of scores, include:

- the capital cost implication of implementing the option

- the likely Net Present Value impact over 30 years
- the income risk, including the potential impact of rising inflation
- the deliverability of the option in complexity terms
- the deliverability of the option in timing terms
- the fit of the option with the strategic context
- the long-term sustainability of the solution
- the impact of the solution on residents
- the impact of the solution on staff
- the likely demand profile of the option
- the level of planning risk
- the level of health and safety risk
- the reputational risk
- the option's compliance with typical quality standards

This can enable a relatively quick assessment of the portfolio, following which those schemes requiring a detailed option appraisal can be prioritised and progressed.

Broxtowe also needs to review and set its vision for the standard of its housing stock. This will enable existing properties to be assessed against this standard – along with the ability to reach the standard technically and financially, a void relet standard which supports the achievement of the **Broxtowe Standard** (although not necessarily undertaking all works at a void stage) and informing technical specifications and standards.

Areas for consideration include:

- Ability to adapt for disability and mobility requirements
- Energy efficiency and carbon neutrality
- Standard of fittings (kitchen, bathroom, electrics)
- Internal space standards
- Parking/ charging of vehicles
- Internal and external communal areas (lighting, grounds maintenance, refuse, drying and storage etc.)

This will require consultation with customers and also modelling of how this would apply to the existing stock, for example where properties may not meet the requirements but where there is still demand and viability. It also needs to take account of the financial envelope within the HRA.

Planned Investment

The current contract with United Living for delivery of the component replacement programme has been extended until the end of March 2025. A new contract will take around twelve months to procure and mobilise (with the need for Section 20 consultation with leaseholders), and so the Council will need to have concluded by March 2024 the preferred route that it wishes to take in relation to the delivery of the investment programme.

During the latter half of 2023/24, the Council will therefore need to scope and design the requirement, which will need to build in sufficient flexibility with regard to the future programme. It is intended that there will be greater clarity in relation to the programme, informed by the condition data, asset grading and any initial options appraisals. Thought will need to be given to the packaging of workstreams, e.g. multiple workstreams in one contract or individual component contracts. Packaging workstreams together can deliver efficiencies and a more 'joined up' approach to investment with less customer disruption (for example linking roofing, roofline and cyclical decorations). Single component contracts may be more attractive to SME contractors.

Reactive works

Following the initial phase of the DLO improvement plan, we would recommend consultation with customers on **service standards**, in order to both improve satisfaction and improve the proactive approach to repairs diagnosis and solution.

This can include areas such as communication standards, appointment slots and availability, capturing real-time satisfaction data, follow-on repairs and so on.

The review of service standards as well as property standards should take account of the potential impact of the Social Housing Regulation Bill (as identified earlier).

In relation to **technology**, a number of proactive 'PropTech' initiatives are being developed and trialed and this can be developed further. Examples include measures to monitor temperature and damp – enabling a more proactive approach to diagnosing and treating damp as well as preventing disrepair claims – and compliance monitoring.

YEAR 3 (2024/25)

Strategic

The programme of **option appraisals** should be concluded and preferred approaches developed for each scheme.

For those schemes where retention and 'business as usual' investment is not deemed the appropriate option, plans will need to be developed for redevelopment, remodeling or disposal. This is likely to involve a **minimum 20-year programme of redevelopment and regeneration**.

Planned maintenance

Following on from the review of delivery options and requirements in 2023/24, the focus will be on **procuring and mobilising** any new arrangements in order to deliver the Council's investment requirements from April 2025.

EFFECTIVENESS MEASURES

We would propose the development and introduction of a number of 'effectiveness measures' to assess the success of the Asset Management Strategy. These are in addition to the proposed Tenant Satisfaction Measures (TSMs) produced by the Regulator (and likely to be introduced under the Social Housing Regulation Bill) and other service-related KPIs:

- Decent Homes (as defined by the outcome of the current Government review)
- Gas safety checks
- Electrical Safety checks
- Legionella safety checks
- Asbestos safety checks
- Lift safety checks

Further Asset Management Effectiveness measures should also include:

- Repairs demand per property
- Responsive repairs cost per property
- Void repairs cost per property
- Cost per void
- Turnover
- EPC below C

- Delivery of programme

The Asset Management Strategy should be subject to a further review in three years' time and will inform the 2025 review of the HRA Business Plan.

SECTION 4: GENERAL FUND ASSETS

CURRENT APPROACH

The Council's previous Asset Management Plan from 2018 includes the following Policy Statement:

- Broxtowe Borough Council will seek to realise or re-purpose under-performing assets in accordance with its Land Disposal Policy unless there is a compelling case for retention, underpinned by a robust business case and (where appropriate independent expert advice
- The Council will put in place effective processes to manage its real estate assets in an efficient and economical manner with reference to industry best practice.

The Plan categorises the Council's non-housing assets as follows:

- **Operational** (Council offices, depot, cemeteries and crematorium, supporting core / statutory services)
- **Community facilities** (community centres, public conveniences, Scout huts, etc.)
- **Investment** (properties let on arms-length commercial terms to produce income)
- **Employment** (properties let to encourage enterprise and economic activity)
- **Leisure** (Leisure centres, parks & open spaces, DH Lawrence museum, heritage assets)
- **Infrastructure** (car parks, service media, bridges, watercourses, etc. for discretionary services.)
- **Surplus pending realisation** (Including strategic holdings that may ultimately move into one or more of the above categories). This will also include windfall and planned development sites.

Although not expressly stated in the Plan, the Council does not appear to propose adopting an active approach to acquiring investment properties either within or outside the Borough (other than the refurbishment of the existing Beeston Square shopping development). This activity clearly carries significant risk – exacerbated by the recent Covid pandemic and other macro-economic factors – and requires significant investment in the necessary skills and commercial structure, including establishing special purpose vehicles (of which ARK has previous experience). Given the current economic uncertainty and the focus needed on the existing General Fund and HRA stock, we would caution against acquisitions for investment purposes save where they may support wider regeneration objectives within the Borough.

The previous Plan sets out a scoring methodology (1 to 5) for the following range of measures:

- Operational
 - General service suitability

- Attracts external funding
 - Good neighbour
- Efficiency
 - Utilisation
 - Occupation costs
 - EPC
 - Condition
- Opportunity
 - Best use value
 - Cost to relocate core services
 - Market demand
 - constraints
- Policy
 - Adherence to policy objectives
 - Accessibility (internal and external)
- Risk
 - Likelihood of service interruption (due to asset)
 - Consequences of service interruption (due to asset)

Any asset scoring above 54 overall is identified as requiring urgent intervention. A score of between 41 and 54 requires an action plan and between 33 and 40 an investigation into opportunities for improvement.

Whilst we have been provided with a list of assets, we have not seen any data relating to stock condition, running costs and so on, and hence have not been able to undertake any analysis in relation to performance or whether the properties represent assets or liabilities.

We have been provided with SWOT analyses on a number of the sites, however the lack of data means that in the main it appears that the Council is having to base decisions on subjective judgements.

Two of the operational properties – the main Council Offices and the depot – along with the leisure centres and a surplus property (subsequently disposed of) were identified as requiring ‘active and urgent consideration’ in 2018.

We have had an initial look at the two operational assets and another surplus asset, all of which require full detailed options appraisals to determine the most appropriate course of action for each. We have provided our initial thoughts with regard to each, in the absence of any data on condition, running costs and usage, and have identified those linkages to other Council strategies which will need to be taken account of in any subsequent option appraisal.

SPECIFIC ASSET REVIEWS

Kimberley Depot, Eastwood Road, Kimberley NG16 2HX

Description: Operational depot, servicing housing and building maintenance, refuse collection (including waste transfer station), street cleansing and grounds maintenance. Includes offices, stores and large car parking area.



Category: operational

Land Area: 10,940 sq. metres (4.8 acres)

Site observations:

- Location within attractive residential area
- Equidistant between the two main areas of population within the Borough
- Poor utilisation of site
- Main demand for land – storage of refuse vehicles, vehicle cleaning and fueling
- 'Bad neighbour' risks to adjoining residential area and brook to the south

Constraints:

- Buildings to demolish
- Potential ground contamination
- Noise from dual carriageway to the south
- Neighbouring commercial use – restricts ability for partial redevelopment through rationalisation of depot operations
- Risk of surface water flooding issues from brook to the south

General area:

- General area is good with background second hand residential values around £250/ft²
- Close to Giltbrook retail park and local amenities
- Well screened boundaries to the rear of the site
- Good access to Junction 26 of M1

Opportunities:

- Good potential residential development site

- Site appears to sit outside greenbelt area
- Mix of family and affordable housing could be delivered
- Rationalisation of depot requirements:
 - Use of external merchants for material stores and welfare facilities, management of van stocks
 - Alternative location in industrial/ commercial zone for refuse/ environmental services vehicles and plant

Linkages to other strategies and service requirements:

- Housing DLO Review & Improvement Programme
- Vehicle fleet strategy (including requirements for electric/ hybrid vehicles and charging)
- Waste and recycling strategy

Next steps:

- Option appraisal to identify and define future operational requirements to support the building maintenance, waste, cleansing and grounds maintenance services
- Identification of alternative site(s) within the Borough
- Discuss residential opportunity with key agents in the area to gauge demand and establish housing mix.
- Carry out more detailed site appraisal with planner, architect, and professional team to establish best use for the site and to maximise potential return for the Council.
- Potentially submit a pre application to planning department to gauge appetite for proposed end use

Council Offices, Foster Avenue & Devonshire Avenue Car Park, Beeston NG9 1AB

Description: Purpose built offices and customer reception in town centre. Part of building part-leased to Police. Adjoining car parking area. Further car park close by which is reserved for use by Council staff.



Category: operational

Land Area:

- 5,900 sq. metres (1.47 acres) – Foster Avenue
- 2,360 sq. metres (0.58 acres) – Devonshire Avenue



Site observations:

- Location within busy town centre
- Adjoining redevelopment, including new supermarket, cinema and leisure village
- High value residential properties around Devonshire Avenue
- Council offices appear to have large areas of under-utilised space
- Some evidence of inadequate thermal insulation
- Main reception area appears to have low volumes of customer activity

Constraints:

- Working office for Council required
- Large council building
- Insufficient demand for large offices
- Parts sublet
- Unlikely existing offices could be converted into residential
- High demolition costs due to size of building
- Loss of parking facility and potential right of way through Devonshire Avenue



General area:

- Good town centre location
- Range of facilities within walking distance
- Prestigious high-value residential area around Devonshire Avenue
- Public transport links to Nottingham City Centre including tram
- Background second hand values around £250/ft² (Foster Avenue) and over £300/ft² (Devonshire Avenue)

Opportunities:

- Increased compartmentalisation and subletting of office space
- Redevelopment for retirement living and/or extra care (forecast requirement for leasehold accommodation or rented extra care)



- Redevelopment for potential discount retailer site
- Good site for higher density residential development.
- Potential to develop part of car park for residential and retain smaller car park for council offices
- Potential for partial redevelopment of Devonshire Avenue car park for pair of

newbuild semi-detached houses (as per recent small development opposite), leaving smaller car park.

Linkages to other strategies and service requirements:

- Workplace strategy (including homeworking)
- Customer access strategy
- Economic development/ town centres strategy
- Housing strategy and housing needs assessment
- NCC Commissioning Strategy

Next steps:

- Option appraisal to identify and define future operational requirements for office accommodation and customer access points
- Engagement with Economic Development teams, local Chamber of Commerce etc., with regard to local demand for office accommodation
- Site survey to identify ability for further 'compartmentation' of office
- Discuss residential opportunity with key agents in the area to gauge demand and establish housing mix.
- Carry out more detailed site appraisal with planner, architect, and professional team to establish best use for the site and to maximise potential return for the Council.
- Potentially submit a pre application to planning department to gauge appetite for proposed end use

Durban House, Eastwood NG16 3DZ

Description: vacant period building with surrounding landscaped grounds

Category: Surplus

Land Area: 4,055 sq. metres (1 acre)



Site observations:

- Location within sustainable residential area
- Large surrounding grounds
- Site currently secured
- Opportunities for renovation and/or development



Constraints:

- Period building which could be locally listed or statutory listed in future
- Mature trees on site which could be protected
- Prominent site
- Main access is close to sharp bend in road

- Previous community uses

General area:

- Good residential area. Background second hand values around £250/ft²
- Close to local amenities
- Recreation ground on the south and east boundaries of the site also owned by the Council
- Open outlook across adjacent recreation ground

Opportunities:

- Conversion into high quality office but a little remote
- Conversion into apartments with some additional new build in the grounds
- Demolish for extra care/ care home site
- Demolish for residential development
- Nursery school (previous consent in 2019 for change of use from Spa to school)

Linkages to other strategies and service requirements:

- Housing strategy and housing needs assessment
- NCC Commissioning Strategy

Next steps:

- Discuss residential opportunity with key agents in the area to gauge demand and establish housing mix.
- Carry out more detailed site appraisal with planner, architect, and professional team to establish best use for the site and to maximise potential return for the Council.
- Potentially submit a pre application to planning department to gauge appetite for proposed end use



THE WAY FORWARD

We would propose that the Council builds on the approach set out within its previous Interim Asset Management Plan. A series of detailed option appraisals will need to be commissioned for certain assets, however these need to be undertaken within a clear and robust framework to ensure that decisions are taken consistently and reflecting wider corporate priorities and with a method of prioritisation. This requires strengthening of governance and use of data:

Governance

The previous Interim Asset Management Strategy acknowledged that in the short term the Council would continue to oversee and take decisions based on individual business cases submitted by the relevant department, with decisions taken by the appropriate Committee. It recognised however that this would result in a piecemeal and reactive approach and so identified an aspiration towards establishing a 'real estate panel' to review the economic, financial, legal and real estate implications of projects, potentially supplemented with appropriate external specialists.

We would recommend the establishment of an Asset Management Panel, which would involve appropriate senior-level representation of the operational and corporate support departments. External expertise can also be brought in either on a standing or project-specific basis, for example commercial/ retail, regeneration and so on.

We have set out below some suggested Terms of Reference for the Panel. A key consideration is whether the Panel should cover both General Fund and HRA Assets or just the former. This will be a case of striking a balance between ensuring consistency and a joined-up approach, as opposed to 'diluting' focus on the key commercial decisions that will be required in relation to General Fund assets. One suggestion is that housing options appraisals and projects are brought within the remit of the Panel once redevelopment or disposal is recommended, or if they are likely to be of a significant scale, so that this can be subject to the same commercial disciplines and that any linkages and opportunities with regard to other corporate asset management activity are not lost. This recognises the likelihood that some housing options appraisals may result in changes to management and lettings approaches or improvements to communal areas for example, which would not represent best use of the Panel's time and resources.

We would propose that the terms of reference for the Asset Management Panel are based on the following:

- Commissioning detailed options appraisals into General Fund assets, including appointment of specialists where needed

- Ensuring that reviews of individual assets and portfolios are driven by wider corporate strategies
- Promoting a data-driven approach to asset management, ensuring that the appropriate information and metrics are available and monitored regularly, so as to inform prioritisation of reviews and decision-making
- Agreeing recommendations to Members following the conclusion of options appraisals
- Receiving reports and assurance on all building safety and compliance issues, including gas and electrical safety, water hygiene, fire safety, asbestos and lifts
- Agreeing major reinvestment in the General Fund estate
- Approving external funding bids for investment in building and land assets
- Ensuring a robust, compliant and commercial approach to the appointment of external redevelopment partners including valuers, architects, specialist consultants and building contractors
- Ensuring that appropriate governance is in place for major projects
- Agreeing recommendations to Members on the use of any proceeds from disposal
- Ensuring that option appraisals and decisions take into account linkages with other asset-holding public sector bodies within the Borough.

Use of data

There is currently little visibility of key metrics with regard to General Fund assets, and hence it is not possible to derive any objective measure of the performance of the portfolio.

There is currently no stock condition survey for the General Fund estate and we have been advised that the Council has recently commissioned a survey.

The Council needs to be collating and reporting on the following data by asset:

- Stock investment requirement (5, 10 and 30 year)
- Annual repairs and maintenance costs
- Energy costs (cost and kWh per square metre)
- Energy Performance Certificate ratings
- Compliance responsibilities, inspections, performance and remedial work
- Utilisation (staff and/or customers)
- Accessibility (compliance with Disability Discrimination Act)
- Income and expenditure/ yield (commercial properties)
- Subsidies paid (community facilities)
- Vacancy rates (commercial/ investment properties)
- Valuations (vacant and existing use)

APPENDIX 2

Notes to the Asset Management Strategy Report

- Page 13 – As at April 2022 the stock mix had changed so that General Needs totalled 3,273 and Independent Living totalled 1,106 reflecting the changes to designation.
- Page 15 – Rent and Service Charge figures do not match the budget figures
- Page 25 – There is a misunderstanding at paragraph 6 where the stock has been re-designated to General Needs. If someone is working with Housing to move to another scheme say from Independent Living to General Needs the service continues until they move.
- Page 28 – The average rents have moved on since the report was prepared so that resultant analysis will have altered. Also treatment of service charge recovery in the calculation will directly affect the resultant figure. This is a useful analysis and should be reviewed routinely as part of strategy.
- Page 44 – Reporting on Gas and Electricity is in place. There are policies, inspection regime and monitoring in place for all the statutory compliance areas and external audits have been carried out. Most recently a report has been provided regarding Legionella with recommendations which are now being reviewed and actioned.
- The investment programme that the Council have been carrying out over the last, nearly 20 years has been based upon the “Broxtowe Standard” which is an enhanced standard when compared to the Government’s Decent Homes Standard. For example, kitchens are replaced on a twenty-year cycle compared to 30 years. In the last two years Government have carried out a review and the challenge for the Council will be to continue their drive to provide housing to the “Broxtowe Standard” but embrace the carbon zero target so that planned maintenance programmes reflect these changes.
- Housing Delivery have been active in considering redundant garage sites for redevelopment for housing. At Chilwell three sites now have planning permission and planning applications have been submitted on two further sites

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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 equality. The majority of the Act came into force on 1 October 2010.

The general equality duty applies to all of the decisions made in the course of exercising public functions, not just to policy development and high-level decision-making. The functions of a public authority include all of its powers and duties. Examples of this include: policy decisions, strategies, individual decision-making, budgetary decisions, public appointments, service provision, statutory discretion, employment of staff and procurement of goods and services.

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.

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:	DCE	Lead officer responsible for EIA	Nick Hawkes
Name of the policy or function to be assessed:	Asset Management Strategy		
Names of the officers undertaking the assessment:	Nick Hawkes		
Is this a new or an existing policy or function?	This is a new Asset Management Strategy and replaces the previous strategy that has now expired.		
<p>1. What are the aims and objectives of the policy or function? To provide an Asset Management strategy for the period 2022 to 2025 with the objective of improving the quality of the Council's housing and operational stock.</p>			
<p>2. What outcomes do you want to achieve from the policy or function? Active, continual improvement of Broxtowe Borough Council's property portfolio including Housing stock.</p>			
<p>3. Who is intended to benefit from the policy or function? People who occupy, rent or use Council premises.</p>			
<p>4. Who are the main stakeholders in relation to the policy or function? People who occupy, rent or use Council premises.</p>			

Directorate:	DCE	Lead officer responsible for EIA	Nick Hawkes
<p>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?</p> <p>Estate management data</p>			
<p>6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?</p> <p>Data held within Capita</p>			
<p>7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?</p> <p>Impact is not identified at the present time because the Asset Management Strategy is an over-arching document from which specific proposals will emerge. Currently EPC data is being established which will enable the Council to examine recommendations made within the certificate which may be specific or common to an archetype. A policy or function will result from which impact on Equality Groups or communities can be considered.</p>			
<p>8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:</p>			
<p><input type="checkbox"/> 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?</p> <p>Impact is not identified at the present time because the Asset Management Strategy is an over-arching document from which specific proposals will emerge. Currently EPC data is being established which will enable the Council to examine recommendations made within the certificate which may be specific or common to an archetype. A policy or function will result from which impact on Equality Groups or communities can be considered. The Planning regime and relevant legislation will also be considered as part of any detailed real estate proposal.</p> <p>Regular monitoring and analysis may identify reasons that have not been anticipated. Action will be taken to mitigate any barrier identified.</p>			

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

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

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

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

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

Potentially, however impact is not identified at the present time because the Asset Management Strategy is an over-arching document from which specific proposals will emerge. Currently EPC data is being established which will enable the Council to examine recommendations made within the certificate which may be specific or common to an archetype. A policy or function will result, from which impact on Equality Groups or communities can be considered.

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

Impact is not identified at the present time because the Asset Management Strategy is an over-arching document from which specific proposals will emerge.

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: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Disability: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Gender: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Gender Reassignment: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Marriage and Civil Partnership: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Pregnancy and Maternity: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Race: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Religion and Belief: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Sexual Orientation: Consideration of this aspect is dependent upon the task or proposal made but currently this is not defined

Head of Service: Interim Head of Asset Management & Development

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: Nick Hawkes, Interim Head of Asset Management & Development

Report of The Portfolio Holder for Economic Development and Asset Management**TOTON AND CHETWYND BARRACKS STRATEGIC MASTERPLAN SUPPLEMENTARY PLANNING DOCUMENT**1. Purpose of Report

To seek the resolution of Council to adopt the amended Toton and Chetwynd Barracks Strategic Masterplan Supplementary Planning Document (SPD).

2. Recommendation

Cabinet is asked to RECOMMEND to Council that the Toton and Chetwynd Barracks Strategic Masterplan Supplementary Planning Document, as amended, be adopted by the Council.

3. Detail

The Council, in conjunction with the emerging East Midlands Development Corporation (EM DevCo CLG) has prepared a SPD for the Toton and Chetwynd Barracks sites.

There are several stages in preparing an SPD. These are set out within the Town and Country Planning (Local Planning) (England) Regulations 2012 and include consulting the local community for a period of not less than four weeks.

This document was published, alongside a Consultation Statement (as required by the legislation), for public consultation between 1 November 2021 and 14 January 2022 (to comply with Regulations 12 and 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012. The public consultation period was extended as the government's Integrated Rail Plan (IRP) was published during this time (on 18 November 2021).

The Toton and Chetwynd Barracks Strategic Masterplan SPD was considered by members at a meeting of the Council's Policy Advisory Working Group on Thursday 28 July 2022 and then subsequently at a further meeting with Members. The document has been amended as proposed, agreed by Members at these meetings and is appended to this report (see appendix 4 circulated separately with this agenda).

Supplementary Planning Documents set out further information and guidance in relation to Local Plan policies. They are not 'policy' and do not form a part of the development plan. However, once adopted, the SPD will be a 'material consideration' in the determination of planning applications.

The Environment Agency, Historic England and Natural England have been consulted on whether the SPD is likely to have significant environmental effects such that it would require Strategic Environmental Assessment (SEA) or Habitats Regulations Assessment (HRA) and a Screening Determination (see appendix 2)

made in light of their responses (see Annex to appendix 2). None of the consultees considered that SEA or HRA would be required and officers concur.

The consultation can be found at Appendix 3 circulated separately with this agenda.

4. Financial Implications

The comments from the Head of Finance were as follows:

There are no financial implications at this stage, although a failure to adopt the Supplementary Planning Document may affect future funding applications in respect of the subject area. Any significant budget implications in the future, over and above virement limits, would require approval by Cabinet.

5. Legal Implications

The comments from the Head of Legal were as follows:

Legislation in relation to the preparation of Supplementary Planning Documents is set out within the Town and Country Planning (Local Planning) (England) Regulations 2012.

Regulation 11 provides that any person with sufficient interest in the decision to adopt a Supplementary Planning Document may apply to the High Court for permission to apply for judicial review of that decision; any such application must be made promptly and in any event not later than 3 months after the date on which the Supplementary Planning Document was adopted.

The Environmental Assessment of Plans and Programmes Regulations 2004 (as amended) prohibit the adoption of plans, programmes or modifications before a determination has been made as to whether it is likely to have significant environmental effects. Furthermore, the regulations require that the Environment Agency, Historic England and Natural England are consulted on this.

6. Human Resources Implications

There are no HR implications.

7. Union Comments

N/A.

8. Data Protection Compliance Implications

N/A.

9. Equality Impact Assessment

The Equality Impact Assessment can be found at Appendix 1.

10. Background Papers

Nil

APPENDIX 1

Equality Impact Assessment

The Equality Act 2010 replaces 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 also strengthens the law in important ways, to help tackle discrimination and promote 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.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how they act as

employers, how they develop, evaluate and review policies, how they design, deliver and evaluate services, and how they commission and procure from others.

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

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

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

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Chief Executive	Lead officer responsible for EIA	Steve Simms
Name of the policy or function to be assessed:	Toton and Chetwynd Barracks Strategic Masterplan Supplementary Planning Document (SPD)		
Names of the officers undertaking the assessment:	Steve Simms		
Is this a new or an existing policy or function?	New		
<p>1. What are the aims and objectives of the policy or function?</p> <p>Provide a Strategic Masterplan as a high-level overarching framework to co-ordinate the delivery of the Toton (land in the vicinity of the proposed station) and Chetwynd Barracks site allocations, including up to 4,500 homes, thousands of jobs, and the community facilities, services and infrastructure to support them.</p>			
<p>2. What outcomes do you want to achieve from the policy or function?</p> <p>Comprehensive and co-ordinated development across Chetwynd Barracks and the land in the vicinity of the station at Toton and high-quality design outcomes.</p>			
<p>3. Who is intended to benefit from the policy or function?</p> <p>The whole existing and future community and the wider regional economy.</p>			
<p>4. Who are the main stakeholders in relation to the policy or function?</p> <p>The whole existing and future community and the wider regional economy.</p>			
<p>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?</p> <p>Equality impact assessment for the Aligned Core Strategy and Part 2 Local Plan.</p>			
<p>6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?</p> <p>Consultation responses to the draft SPD.</p>			
<p>7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?</p>			

Concerns about risk of road traffic accidents involving people travelling to local schools, gradients complying with standards, encouragement of walking, cycling and public transport links.

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:

People travelling to schools are mostly younger, gradients affect people with limited mobility or who use pushchairs to a greater extent, and walking, cycling and public transport are used more by older people, women and people with caring responsibilities for children or older people.

- 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?**

Yes.

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

Young people travelling to school often have no choice and must use the footways or paths serving the school. Steep gradients may exclude people with limited mobility or who use pushchairs. Poor walking, cycling and public transport may exclude older people, women and people with caring responsibilities.

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

Yes, by creating shared social and sporting spaces and by facilitating a choice of modes of transport suitable for as wider a range of people as possible.

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

Further information on transport and facilities will be submitted with the planning applications, in respect of which the SPD will be a material consideration.

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: Have regard to pedestrian safety standards and public transport accessibility.

Disability: Have regard to gradients and accessibility.

Gender: Have regard to community safety and public transport accessibility.

Gender Reassignment: None.

Marriage and Civil Partnership: None.

Pregnancy and Maternity: None.

Race: None.

Religion and Belief: Consider accessibility to places of worship.

Sexual Orientation: None.

Executive Director:

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:

**Strategic Environmental Assessment
(SEA) / Habitats Regulations
Assessment (HRA) Screening Report
prepared in relation to the Toton and
Chetwynd Barracks Strategic
Masterplan Supplementary Planning
Document**

**Prepared by Broxtowe Borough Council
September 2022**

1.0 Introduction

- 1.1 This Screening Report has been prepared by Broxtowe Borough Council (BBC) in relation to the final version of the Toton and Chetwynd Barracks Strategic Masterplan Supplementary Planning Document (SPD).
- 1.2 This SPD was published, alongside a Consultation Statement, for public consultation between 1 November 2021 and 14 January 2022 (to comply with Regulations 12 and 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012. The public consultation period was extended as the government's Integrated Rail Plan (IRP) was published during this time (on 18 November 2021).
- 1.3 The requirement for a Strategic Environment Assessment (SEA) is set out in the Environmental Assessment of Plans and Programmes Regulations 2004 (as amended, including through EU Exit legislation) which implements the requirements of the European Directive 2001/42/EC. Regulation 5 of the Directive sets out the types of plans that require an environmental assessment, which includes those that set the framework for future development consent. Regulation 5 (6) provides an exemption and states that an environmental assessment need not be carried out: (a) for a plan or programme which determines the use of a small area at local level; or (b) for a minor modification to a plan or programme, unless it has been determined that the plan, programme or modification, as the case may be, is likely to have significant environmental effects.
- 1.4 Section 39 of the Planning and Compulsory Purchase Act 2004 requires local authorities to undertake a Sustainability Appraisal (SA) for Development Plan Documents and SPDs. However, the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2009 removes the automatic need for an SA of SPDs. This is because SPDs do not normally introduce new policies or proposals or modify planning documents which have already been subject to Sustainability Appraisal. National Planning Practice Guidance confirms that SPDs do not require a sustainability appraisal but may in exceptional circumstances require a strategic environmental assessment if they are likely to have significant environmental effects that have not already been assessed during the preparation of the Local Plan.
- 1.5 SEA/SAs are undertaken during preparation of plans or programmes and their purpose is to assess the sustainability of emerging plans or programmes. EU Directive 2001/42/EC requires the Strategic Environment Assessment (SEA) of the environmental effects of certain plans and programmes on the environment.
- 1.6 The SEA Directive '*seeks to provide a high level of protection of the environment by integrating environmental considerations into the process of preparing plans and programmes.*' The SEA Directive is transposed into UK law through the Environmental Assessment of Plans and Programmes Regulations (the 'SEA Regulations') and it is these regulations that the SPD will need to be compatible with.

- 1.7 EU law has ceased to apply in the United Kingdom under the terms of the Withdrawal Agreement and EU Treaties. The European Union (Withdrawal) Act 2018 (EUWA) has established a new body of domestic law known as retained EU law. Beyond the transition period, the SEA Regulations, which previously implemented the requirements of the SEA Directive in England, will continue to apply as before, unless and until new legislation is introduced.
- 1.8 Further guidance on applying European Directive 2001/42/EC ‘on the assessment on the effects of certain plans and programmes on the environment’ is set out within a [‘Practical Guide’](#), published by the former Office of the Deputy Prime Minister in 2006.

2.0 Screening Process

- 2.1 There are three steps to the screening process. These are:
1. Prepare a screening report
 2. Request a screening opinion from the consultation bodies in light of this report
 3. In light of their responses, determine whether the SPD is likely to have significant effects on the environment (and therefore requires an SEA).
- 2.2 When determining whether an SPD requires an SEA, the SEA Regulations require that the criteria set out in Schedule 1 of the SEA Regulations be considered.
- 2.3 These are the criteria *‘for determining the likely significance of effects on the environment’*.
- 2.4 These criteria are split into two categories:
- those relating to the characteristics of the plan; and
 - those relating to the characteristics of the effects and area likely to be affected.

Plan Characteristics

- the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources
- the degree to which the plan or programme influences other plans and programmes including those in a hierarchy
- the relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development
- environmental problems relevant to the plan or programme
- the relevance of the plan or programme for the implementation of [European] Community legislation on the environment (for example, plans and programmes linked to waste management or water protection).

Effects and Area Characteristics

- the probability, duration, frequency and reversibility of the effects
- the cumulative nature of the effects
- the transboundary nature of the effects
- the risks to human health or the environment (for example, due to accidents)
- the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected)
- the value and vulnerability of the area likely to be affected due to:
 - o special natural characteristics or cultural heritage
 - o exceeded environmental quality standards or limit values
 - o intensive land-use
- the effects on areas or landscapes which have a recognised national, community or international protection status.

2.5 The assessment of effects should be undertaken in a proportionate way and it is acknowledged that at this stage there may be gaps in data. That should only be a problem if the gaps or uncertainties are such that it is not possible to reasonably assess the likely significant effects of a Plan. Enough information needs to be included so that the consultation bodies can take a view on the likely significant effects of implementing the plan. The SEA Regulations set out a range of issues that could be addressed in the environmental report if SEA is required.

3.0 Key Information on the Toton and Chetwynd Barracks Strategic Masterplan SPD

3.1 The Toton and Chetwynd Barracks Strategic Masterplan SPD sets out additional planning guidance for the development of the Toton and Chetwynd Barracks sites, but does not include additional policy requirements over and above those contained within the strategic policies of the development plan for the area, which comprises the [Broxtowe Aligned Core Strategy \(ACS\)](#), which was subject to SEA ([Sustainability Appraisal](#)) during its preparation, and the adopted [Broxtowe Part 2 Local Plan](#), which was also subjected to a full process of [Sustainability Appraisal](#).

3.2 Policies 3.1 and 3.2 of the Broxtowe Part 2 Local Plan (LP), adopted in October 2019, are of particular relevance to this SPD, as these set out the main policy requirements for the Toton and Chetwynd Barracks sites, which this SPD provides additional guidance in relation to.

3.3 The final version of the Toton and Chetwynd Barracks Strategic Masterplan SPD was produced by Broxtowe Borough Council in September 2022. Additional supporting information, including the Consultation Statement, and other background documents can be viewed on Broxtowe Borough Council's website at the following link: <https://www.broxtowe.gov.uk/for-you/planning/planning-policy/toton-and-chetwynd-barracks-strategic-masterplan-supplementary-planning-document-spd/>.

4.0 SEA Screening Assessment

4.1 Broxtowe Borough Council, as the 'responsible authority', considers that the Toton and Chetwynd Barracks Strategic Masterplan SPD is within the scope of the SEA Regulations since it is a plan that:

- is subject to preparation or adoption by an authority at national, regional or local level (Regulation 2)
- is prepared for town and country planning or land use and it is a plan that sets the framework for future development consent of projects generally (Regulation 5, para. 4)

4.2 A determination under Regulation 9 is therefore required as to whether the Toton and Chetwynd Barracks Strategic Masterplan SPD is likely to have significant effects on the environment.

4.3 The screening requirements set out in Regulation 9 and Schedule 1 of the SEA Regulations include two sets of characteristics for determining the likely significance of effects on the environment:

- the characteristics of the plan itself, and,
- the characteristics of the effects and of the area likely to be affected by the plan

4.4 This screening assessment is structured in the following table according to the criteria specified in Schedule 1 of the Regulations:

Criteria (Schedule 1 SEA Regulations)	Are significant environmental effects likely? Yes/ No Justification and evidence	
1.The characteristics of plans, having regard, in particular, to:		
(a) the degree to which the plan sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources	No	The SPD does not allocate any sites for development or introduce additional policy requirements over and other those set out within the development plan. It provides additional guidance to development plan policies, including Part 2 LP Policies 3.1 and 3.2, both of which were subjected to extensive processes of Sustainability Appraisal and were tested through the LP Examination stage; additional significant environmental effects are therefore considered to be unlikely. Any additional growth at the Toton and Chetwynd Barracks sites, over and above that allocated within the Broxtowe Aligned Core Strategy (ACS) and Part 2 LP will only be allocated within a review of the Local Plan (for example as a part of the review of the ACS, the Greater Nottingham Strategic Plan) and not through this SPD.
(b) the degree to which the plan influences other plans and programmes including those in a hierarchy	No	This SPD is a lower tier document which provides additional guidance to LP policies. It does not seek to influence other plans, such as those at a higher level, including the Broxtowe ACS and Broxtowe Part 2 LP.
(c) the relevance of the plan for the integration of environmental considerations in particular with a view to promoting sustainable development	No	The SPD seeks to promote the objectives of sustainable development. It is not specifically relevant as a plan for integrating environmental considerations. Any development proposed must also be in accordance with the environmental protection policies in the adopted Broxtowe ACS, adopted Broxtowe Part 2 LP and the NPPF.
(d) environmental problems relevant to the plan	No	There are no existing specific environmental problems relevant to this SPD that have not been identified and assessed through the higher-level ACS and the adopted Broxtowe Part 2 LP and their accompanying processes of SA/SEA.
(e) the relevance of the plan for the implementation of Community legislation on the environment (for example, plans and programmes linked to waste management or water protection).	No	This SPD is not relevant as a plan for implementing community legislation on the environment. It does not relate to waste management or water protection.

Criteria (Schedule 1 SEA Regulations)	Are significant environmental effects likely? Yes/ No Justification and evidence	
2. Characteristics of the effects and of the area likely to be affected, having regard, in particular, to:		
(a) the probability, duration, frequency and reversibility of the effects	No	Additional development is not proposed by the SPD. The guidance within the SPD applies to the main built-up urban area and is consistent with the higher level policies of the Broxtowe ACS and Part 2 LP, which were subjected to processes of SA. Additional significant environmental effects are therefore considered unlikely.
(b) the cumulative nature of the effects	No	Cumulative effects are unlikely as new policies are not proposed.
(c) the transboundary nature of the effects	No	There will be no trans-boundary effects as a result of the guidance set out within the SPD.
(d) the risks to human health or the environment (for example, due to accidents)	No	<p>Significant risks to human health or the environment are considered to be very unlikely, due to the nature of the area, which is largely greenfield. The Chetwynd Barracks site is currently in use as a Ministry of Defence (MOD) base, but this will be released from the MOD estate within the next few years. Large parts of the original (larger) MOD base (to the south) have already been released from the MOD estate and are now in residential and office uses. Large parts of the Chetwynd Barracks sites are effectively greenfield in nature and large parts of the site are in residential use (for MOD staff). Other parts of the site are used for storage by the MOD. The development allocated by the development plan and to be guided by the SPD includes housing, and buildings for employment, retail and community uses, all of which would be low risk to both human health and the environment.</p> <p>Parts of the Toton site (primarily within the railway corridor) are within Flood Zones 2 or 3. The majority of the Toton and Chetwynd Barracks sites is located outside of these zones.</p> <p>Electricity lines cross parts of the Toton site, but neither major gas pipelines nor trunk water mains cross the sites.</p> <p>In conclusion, the risk of accidents is therefore considered to be very low.</p>

Criteria (Schedule 1 SEA Regulations)	Are significant environmental effects likely? Yes/ No Justification and evidence	
2 (continued). Characteristics of the effects and of the area likely to be affected, having regard, in particular, to:		
(e) the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected)	No	The SPD applies only to the Toton and Chetwynd Barracks sites, rather than the wider borough and so the magnitude and spatial extent of any effects is likely to be very limited.
(f) the value and vulnerability of the area likely to be affected due to— (i) special natural characteristics or cultural heritage; (ii) exceeded environmental quality standards or limit values; or (iii) intensive land-use;	No	There is a Conservation Area (Sandiacre Lock), which is located to the north west of the Toton site, largely outside of the site. It is considered that guidance within the SPD will provide additional protection to this area. Part of the area is within or adjacent to the Nottingham Urban Area Agglomeration Zone, but is not within or adjacent to any Air Quality Management Areas. The SPD contains guidance to provide additional protection to the natural and built environment of the area and to facilitate the development of public transport infrastructure. The sites, in common with the entire southern part of the Borough, are within a 'Smoke Control Area'. In summary, no significant environmental effects are considered likely.
(g) the effects on areas or landscapes which have a recognised national, Community or international protection status.	No	No parts of the area are within or adjacent to any internationally or nationally designated areas. There is no AONB (Area of Outstanding Natural Beauty) nearby. A small part of the Toton Fields Local Nature Reserve is located within the Toton site, along its southern and eastern boundary. However, the guidance within the SPD should facilitate the protection of this area. There are Local Wildlife Sites within and adjacent to the western part of the Toton site and a smaller (1.27 hectare) Local Wildlife Site adjacent to the eastern boundary of the Chetwynd Barracks site. Guidance within the SPD will facilitate the protection of these Sites. There are no Local Geological Sites or Sites of Special Scientific Interest (SSSIs) within the boundaries of the sites.

		<p>There is a Conservation Area (Sandiacre Lock), which is located to the north west of the Toton site, largely outside of the site. It is considered that guidance within the SPD will provide additional protection to this area.</p> <p>The 'Memorial to workers of the National Filling Factory No.6, Chilwell', located within the Chetwynd Barracks site, is Grade II listed. The SPD also identifies a number of Non-Designated Heritage Assets within the Chetwynd Barracks site. These assets will be afforded further protection by guidance within the SPD.</p>
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5.0 SEA Screening Decision

5.1 Regulation 9 of the SEA Regulations requires that the responsible authority shall determine whether or not a plan is likely to have significant environmental effects.

5.2 The responsible authority shall:

- (a) take into account the criteria specified in Schedule 1 to these Regulations, and:
- (b) consult the consultation bodies.

5.3 Where the responsible authority determines that the plan is unlikely to have significant environmental effects (and, accordingly, does not require an environmental assessment), it shall prepare a statement of its reasons for the determination.

5.4 Having taken into account the views of the consultation bodies (see Annex), Broxtowe Borough Council considers that the Toton and Chetwynd Barracks Strategic Masterplan SPD is unlikely to have significant environmental effects and thus does not require a Strategic Environmental Assessment (SEA).

5.5 This decision (as confirmed following by the consultation bodies: the Environment Agency, Historic England and Natural England) has been made for the following key reasons:

- The Toton and Chetwynd Barracks Strategic Masterplan SPD does not allocate any sites for development or introduce new policy requirements. As an SPD, it is a lower tier document which provides additional guidance to adopted Local Plan policies, which were subjected to rigorous processes of Sustainability Appraisal.
- The guidance set out within the document is considered to be unlikely to influence development in ways which would be harmful to the environment.
- The emphasis of the guidance within the SPD is generally towards the conservation, protection and enhancement of the environment and protection of the heritage of the area and to facilitating sustainable development. There is also considerable emphasis on the transition to 'Net-Zero Carbon' development.

6.0 Habitats Regulations Assessment (HRA) Screening

6.1 The Borough Council has also 'screened' to assess whether the SPD requires an 'appropriate assessment' under the Habitats Regulations in accordance with Regulation 105 of the [Conservation of Habitats and Species Regulations 2017](#), as amended by the [Conservation of Habitats and Species \(Amendment\) \(EU Exit\) Regulations 2019](#).

- 6.2 Regulation 105 requires that where a land use plan:
- (a) is likely to have a significant effect on a European site or a European offshore marine site (either alone or in combination with other plans or projects), and
 - (b) is not directly connected with or necessary to the management of the site,
- the plan-making authority for that plan must, before the plan is given effect, make an appropriate assessment of the implications for the site in view of that site's conservation objectives.
- 6.3 In determining whether an 'appropriate assessment' is required, the Local Planning Authority has taken a number of factors into consideration. These are considered below.
- 6.4 There are no Special Protection Areas (SPAs), Special Areas of Conservation (SACs) or Ramsar sites within the boundary of the SPD area.
- 6.5 The Toton and Chetwynd Barracks Strategic Masterplan SPD only applies to a small geographical area and provides additional guidance to adopted Local Plan policies, rather than new policy.
- 6.6 A [Habitats Regulations Assessment \(HRA\)](#) accompanied the Broxtowe Borough Aligned Core Strategy, for the period until 2028. An updated [HRA](#) was undertaken and published in November 2018, in relation to the Submission Version of the Broxtowe Part 2 Local Plan. This was produced following the European Court of Justice ruling on the 'People Over Wind' case (Case C-323/17 People Over Wind & Peter Sweetman v Coillte Teoranta), which provided a new interpretation of when and how mitigation measures should be considered. The judgment clarified that when making screening decisions for the purposes of deciding whether an appropriate assessment is required, competent authorities cannot take into account any mitigation measures.
- 6.7 The HRA that accompanied the Broxtowe Borough Part 2 Local Plan for the period until 2028, concluded that the development proposed in the Part 2 Local Plan will not lead to likely significant effects either alone or in-combination with other plans or programmes.
- 6.8 The HRA took a precautionary approach and assessed the prospective Special Protection Area (SPA) of Sherwood Forest (which does not represent a formal European site (defined by Regulation 8 of the Habitats Regulations)) as though fully classified. The SPA extends across a wide expanse of land to the north of the borough (located within the Gedling Borough and Ashfield District Council administrative areas).
- 6.9 This HRA (for the Part 2 Local Plan) assessed the impact of the allocations for 7,249 new homes (across the entire Borough) over the plan period and whilst this increased to 7,512 overall (including a 300 dwelling windfall allowance) following the Main Modifications, the broad locations and distribution for new

housing remain unaltered from those in the Aligned Core Strategy. There has been an increase in the urban south of the Borough (Main Built up Area of Nottingham) and a decrease of dwellings proposed for the Key Settlements in the north of the Borough.

- 6.10 This HRA update concluded that the conclusions in the HRA remain valid and were further strengthened through the Main Modifications to the Part 2 Local Plan, including from the fact that numbers for the three (Part 2 Local Plan) allocations within 5km of the only vulnerable site, Sherwood Forest prospective SPA, had actually fallen. Toton and Chetwynd Barracks are located further away from this site.
- 6.11 Broxtowe Borough Council is satisfied, (subject to any representations which may be received by Natural England in relation to this Screening Report), that the Toton and Chetwynd Barracks Strategic Masterplan SPD will have no likely significant effect on sites applicable to HRA.

Conclusions

- 6.12 In consideration of the small geographical area affected by the Toton and Chetwynd Barracks Strategic Masterplan SPD, the fact that this document provides guidance to adopted Local Plan policies rather than additional policy requirements, and the significant distance from the one (unconfirmed) European site well outside the SPD boundary, the HRA screening concludes that the Toton and Chetwynd Barracks Strategic Masterplan SPD is not likely to have significant effects on any EU designated sites, either alone or in combination with other plans and projects.
- 6.13 It has therefore been concluded, taking into account representations received from Natural England, that the Toton and Chetwynd Barracks Strategic Masterplan SPD will have no likely significant effect on sites applicable to HRA, and so an 'appropriate assessment' would not be required.

Broxtowe Borough Council
September 2022

Annex: Opinions of the Consultation Bodies

Date: 16 September 2022
Our ref: 405992
Your ref: None



Steve Simms
Planning Manager
Broxtowe Borough Council
Steve.Simms@broxtowe.gov.uk

Customer Services
Hornbeam House
Crewe Business Park
Electra Way
Crewe
Cheshire
CW1 6GJ

BY EMAIL ONLY

T 0300 060 3900

Dear Mr Simms,

**Planning consultation: Broxtowe Local Plan - Toton & Chetwynd Barracks Masterplan
Supplementary Planning Document (SPD): SEA & HRA Screening Consultation**

Thank you for your consultation on the above dated 01 September 2022 which was received by Natural England on the same date.

Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.

Natural England welcomes the Screening Report which assesses the requirement for Strategic Environmental Assessment (SEA) and Habitat Regulations Assessment (HRA) for the Toton & Chetwynd Barracks Masterplan Supplementary Planning Document (SPD).

We can confirm that it is considered unlikely that any significant environmental effects will result from the implementation of SPD that were not identified and assessed through the adopted Aligned Nottinghamshire Core Strategy and Broxtowe Part 2 Local Plan and their accompanying SA/SEA. As the SPD is unlikely to have significant environmental effects it would not require further Strategic Environmental Assessment (SEA).

Natural England also agrees with the report's conclusions that the Toton & Chetwynd Barracks Masterplan SPD would not be likely to result in a significant effect on any European Site either alone or in combination and therefore no further assessment work under the Habitats Regulations would be required.

If you have any queries relating to the advice in this letter please contact me on 02080268500

Yours sincerely

Roslyn Deeming
Senior Planning Adviser – Strategic Plans for Places
East Midlands Area

Steve Simms

From: Fletcher, Clive [REDACTED]
Sent: 22 September 2022 15:54
To: Steve Simms
Cc: Midlands ePlanning
Subject: RE: SEA/HRA Screening Consultation: Toton and Chetwynd Barracks Strategic Masterplan SPD

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

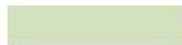
Dear Mr Simms,
Thank you for your message consulting Historic England on the SEA screening for Toton and Chetwynd Barracks Strategic Masterplan SPD.

On the basis of the submitted information, Historic England advise that SEA should not be required for historic environment reasons. We note however that buildings taller than the 6 storey upper end of the range are cited as a possibility around the station, but that this isn't quantified. This brings with it the potential for impacts that will be dependent on the height of such development, and we advise that separate assessments for any such proposals may be necessary in future.

We welcome the commitment to maintaining and revealing the significance of the site's heritage assets in the plan, and advise that in order to deliver this ongoing historic environment curatorial advice will be needed.

Yours sincerely,

Clive Fletcher



Work with us to champion heritage and improve lives. Read our Future Strategy and get involved at historicengland.org.uk/strategy.

Follow us: [Facebook](#) | [Twitter](#) | [Instagram](#) Sign up to our [newsletter](#)

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Mr Steve Simms - Planning Manager
Broxtowe Borough Council
Planning Policy
Town Hall Foster Avenue
Beeston
Nottingham
NG9 1AB

Our ref: LT/2011/113450/SE-02/SC1-L01

Your ref:

Date: 23 September 2022

Dear Mr Simms

SEA/HRA Screening Consultation: Toton and Chetwynd Barracks Strategic Masterplan SPD

Thank you for giving us the opportunity to comment on the SEA/HRA screening consultation and please find our comments detailed below.

Environment Agency position

Please note that we gave our feedback on the draft Toton and Chetwynd Barracks Strategic Masterplan SPD in December 2021. It appears that our comments have been taken on board in the latest iteration published in September 2022.

The SEA/HRA Screening Report published September 2022 confirms that the SPD does not include any additional policy requirements over and above those contained within the relevant strategic documents.

The Broxtowe Aligned Core Strategy (ACS) was subject to SEA and the adopted Broxtowe Part 2 Local Plan was subject to the full process of Sustainability Appraisal.

The gov.uk website within the Strategic environmental assessment and sustainability appraisal guidance in paragraph 008 states:

Supplementary planning documents do not require a sustainability appraisal but may in exceptional circumstances require a strategic environmental assessment if they are likely to have significant environmental effects that have not already been assessed during the preparation of the relevant strategic policies.

Bearing this in mind and having read the information presented within the SPD we do not believe that there is likely to be any significant environmental impacts that have not already been addressed through the relevant strategic documents as highlighted above.

Yours sincerely

Environment Agency
Trent Side North, West Bridgford, Nottingham, NG2 5FA.
Customer services line: 03708 506 506
www.gov.uk/environment-agency
Cont/d..

Report of the Portfolio Holder for Economic Development and Asset Management**GREATER NOTTINGHAM STRATEGIC PLAN PREFERRED APPROACH****1. Purpose of Report**

Broxtowe Borough, Gedling Borough, Nottingham City and Rushcliffe Borough Councils are preparing the Greater Nottingham Strategic Plan, which will cover the plan period 2022 to 2038, and will set out policies to secure sustainable growth.

The Councils are seeking approval to undertake a joint consultation for a period of eight weeks on the Greater Nottingham Strategic Plan Preferred Approach (Appendix 1). The consultation focuses on housing and employment provision and strategic sites, rather than the full range of topics which will be included in the final draft of the Strategic Plan. The approach has been informed by discussions and workshops held with the Joint Planning Advisory Board.

The responses received will then be considered as part of preparing the final draft of the Strategic Plan.

Once adopted, the Greater Nottingham Strategic Plan will replace the Greater Nottingham Aligned Core Strategies (Local Plan Part 1).

2. Recommendation

Cabinet is asked to RESOLVE that:

- 1. the Greater Nottingham Strategic Plan Preferred Approach, in so far as it relates to Broxtowe Borough, for public consultation be approved.**
- 2. authority is delegated to the Head of Planning and Economic Development to approve any minor changes (e.g. presentational, typographical and grammatical) required to the Preferred Approach document and the evidence base prior to consultation.**

3. Detail

It is a statutory requirement for Councils to have a development plan in place which identifies the strategic priorities of the area. Policies in local plans and spatial development strategies should be reviewed to assess whether they need updating at least once every 5 years, and should then be updated as necessary. The Aligned Core Strategy was adopted in 2014 and is now being reviewed. Having an up-to-date plan provides greater certainty in respect of planning for housing and economic development and delivering the required infrastructure.

In July 2020 and February 2021, Broxtowe Borough, Gedling Borough, Nottingham City and Rushcliffe Borough Councils consulted on the Greater

Nottingham Strategic Plan Growth Options document. This was a Regulation 18 consultation which requires that various bodies and stakeholders be notified that the Councils are preparing a plan and invites them to comment about what that plan ought to contain.

A Report of Consultation Responses was published in February 2022 which summarised the consultation responses received. The Councils' response to the consultation comments, for matters relating to this Preferred Approach consultation, and how these have informed the Preferred Approach, is included in the Preferred Approach: Response to the Growth Options Consultation (September 2022). For matters not relating to this consultation, responses will be provided as part of the Publication Draft of the Strategic Plan.

It was agreed by the Joint Planning Advisory Board that an additional focussed consultation should be undertaken prior to advancing to the Publication Version of the Strategic Plan (Regulation 19). The strategy and approach to housing distribution has been informed by the previous consultations and through discussions and workshops held with Councillors who represent the Councils on the Joint Planning Advisory Board. A draft of the Preferred Approach was also considered by the Joint Planning Advisory Board in September.

The following documents have been prepared to support the Preferred Approach:

- Preferred Approach: Sustainability Appraisal
- Preferred Approach: Site Selection Report
- Preferred Approach: Heritage Assets Assessment
- Preferred Approach: Housing Background Paper
- Preferred Approach: Assessment of Housing Need and Capacity in Nottingham City
- Preferred Approach: Employment Background Paper
- Preferred Approach: Green Belt Review
- Preferred Approach: Green Belt Background Paper
- Preferred Approach: Infrastructure Delivery Plan Baseline Assessment
- Report of Consultation Responses: Growth Options
- Preferred Approach: Response to the Growth Options Consultation
- Preferred Approach: Habitats Regulations Assessment Paper

These documents and other evidence to support the preparation of the Strategic Plan are available to view at: <https://www.gnplan.org.uk/consultations/greater-nottingham-strategic-plan-preferred-approach/>

The proposed Preferred Approach document contains a vision setting out the intended character of the Plan area, describing what the Plan area will look like in 2038. This vision includes key strategic issues such as climate change, enhancing Blue and Green Infrastructure, improving access to homes and jobs and the distribution of development. It is based on current and future trends of

key aspects such as population and economy. Objectives flow from the vision, establishing the way in which the Plan area will deal with the identified key issues. Only objectives relating to housing and employment are proposed as part of this consultation. Objectives covering all aspects will be included as part of the Strategic Plan's publication stage.

The Preferred Approach includes a proposed Planning Strategy, which focuses on new development linking to and enhancing Blue and Green Infrastructure and promoting urban living within the main built-up area of Nottingham, and to a lesser extent adjoining it, seeking to achieve sustainable growth by making the most of existing infrastructure and reducing the need to travel. It promotes development of a lesser scale adjoining Hucknall (in Gedling Borough) and at key settlements across the Plan area. It seeks to embed the principles of the '20-minute neighbourhood' approach and recognises the economic development potential of key sites including Toton, the Ratcliffe on Soar Power Station (within Rushcliffe) and the wider Broad Marsh area (within Nottingham City).

The proposed Planning Strategy aims to meet housing and employment needs, based on a defined settlement hierarchy. This includes taking full account of current housing and employment supply and identifying strategic site allocations to meet any remaining need. Specific details for strategic sites are also identified, with key development requirements.

Housing

The National Planning Policy Framework (NPPF) confirms that the standard method for assessing local housing need should be the starting point for determining the minimum number of homes required, unless exceptional circumstances justify an alternative approach.

The proposed approach is for each council to meet its own housing need as determined by the Government's standard method, except for Nottingham City. It is proposed that Nottingham City will meet as much of its housing need as it can. It is not proposed for the City Council's remaining unmet need to be met elsewhere in Greater Nottingham.

For Broxtowe, this results in 6,240 homes for the period 2022-2038. A 10% buffer is then applied to the housing need figure to allow for flexibility and to ensure that housing need is met.

	Housing Target	Minimum Flexibility Buffer
Broxtowe	6,240	10%
Gedling	7,950	10%
Nottingham City	25,760	0
Rushcliffe	9,950	10%
Greater Nottingham	49,900	N/A

In order to meet these housing targets, a number of proposed strategic sites and locations where growth will take place are identified within the Preferred Approach. An important point to note is that the majority of housing proposed is already identified or provided for in current Local Plans.

It is proposed that the large majority of Broxtowe's housing provision is to be provided within or adjoining the main built up area of Nottingham, in accordance with the preferred strategy. It will focus housing delivery in or adjacent to the main built up areas through utilising existing housing allocations from the Aligned Core Strategy and the Part 2 Local Plan:

- Field Farm, Stapleford: This is an existing allocation in the Aligned Core Strategy and it is proposed to carry forward the allocation. No additional growth is proposed above the existing allocation. Of the 450-unit outline planning permission, approximately 330 houses remain undeveloped.
- Boots: This is an existing allocation in the Aligned Core Strategy and it is proposed to carry forward the allocation. No additional growth is proposed above the existing allocation. There is a Reserved Matters application for 622 dwellings (406 in Broxtowe Borough and 216 in Nottingham City).
- Toton Strategic Location for Growth: The site was identified for growth in the Aligned Core Strategy and is an allocation in the Part 2 Local Plan for 500-800 homes up to 2028. It is considered that an allocation of 1,400 to 1700 homes up to 2038 is appropriate to support the growth aspirations in this location (the Part 2 Local Plan refers to a capacity of 3000 homes).
- Chetwynd Barracks: The site is an allocation in the Part 2 Local Plan for 500 homes up to 2028. It is considered an allocation of 1,500 homes is appropriate to support the growth aspirations in this location (the Part 2 Local Plan refers to a capacity of 1,500 homes).

No new allocations or Green Belt releases are proposed. Whilst Key Settlements are identified (Awsorth; Brinsley; Eastwood (including parts of Giltbrook and Newthorpe); and Kimberley (including parts of Nuthall and Watnall), the delivery of new homes at these Key Settlements over the Plan period will be achieved only through existing commitments comprising a combination of sites which have already been allocated by the Broxtowe Part 2 Local Plan (2019) and sites within the settlements which already have planning permission or come forward as infill or windfall sites. It is not proposed that any further land adjacent to any of the Key Settlements is allocated for housing development during the Plan period and there will be no Green Belt release.

The proposed approach to housing provision, distribution and site selection within Broxtowe is outlined and justified further in the Preferred Approach document, the Housing Background Paper and Site Selection Report (available as background documents). While a number of other potential site options have been put forward by developers, landowners and others, there is no requirement for the allocation of any new strategic housing within Broxtowe.

In total, the anticipated housing supply within Broxtowe Borough from 2022 to the end of the Plan period in 2038 is around 9,790. This exceeds the housing target, and gives confidence that the housing target will be met in the event that delivery on any of the sites does stall or slow.

A 35% uplift has been applied to the City's housing need as it is one of the 20 largest urban local authorities in the Country. The unmet need is part of the 35% uplift, and therefore not evidenced in terms of actual local housing need, nor in terms of delivery. The National Planning Practice Guidance references the 35% uplift and states that "This increase in the number of homes to be delivered in urban areas is expected to be met by the cities and urban centres themselves, rather than the surrounding areas, unless it would conflict with national policy and legal obligations." (Paragraph: 035 Reference ID: 2a-035-20201216). Provision elsewhere in Greater Nottingham would entail development in the Green Belt, which the Government has made clear can only happen in exceptional circumstances. The Councils do not consider un-evidenced need to constitute exceptional circumstances.

Based on the above, it is not proposed that Broxtowe, or any of the Councils, meet the City's unmet need.

Employment

In order to fulfil the requirements of the NPPF and the Planning Practice Guidance, an Employment Land Needs Study was undertaken. It used a variety of scenarios to assess a range of employment space needs for both industrial/warehousing space and office floorspace.

Based on this analysis, it was concluded that the regeneration scenario is the most appropriate level of growth to plan future requirements. It matches the aspirations of the D2N2 Local Enterprise Partnership's Strategic Economic Plan, will assist in recovery from the pandemic and help counter the likely impacts on the economy predicted for the early years of the Plan period as a result of the unforeseen rise in the cost of energy. Further details of the scenarios and the approach are set out in the Employment Background Paper (available as a background paper).

In order to meet this growth scenario, the following requirements for employment space across the housing market area are proposed:

- 294,500 sq. m of office space; and
- 180 ha of industrial and warehousing land.

As part of meeting this scenario, the sites at Toton and Chetwynd Barracks have been identified as having potential to generate significant growth providing jobs across all skill levels for both local people and new residents. Land is allocated in the Broxtowe Local Plan Part 2 at these sites for a mix of uses and includes a minimum provision of 18,000 square metres of employment floorspace including an innovation centre for new technologies and businesses to be delivered. Both sites are expected to deliver jobs into the 2040s.

A number of other potential employment site options have been put forward by developers, landowners, and others, particularly in the M1 corridor, but there is not the justification at this stage to identify further new strategic employment sites. Notwithstanding this, the Councils have recently undertaken a “call” for strategic distribution sites and the approach to large strategic distribution development will be addressed at the next stage of Plan preparation.

Next Steps

The Preferred Approach consultation will seek views on the proposed strategy and vision, the approach to housing and employment provision and the proposed strategic sites. The responses received will then be considered as part of preparing the Strategic Plan’s publication draft.

Subject to approval by all four of the Councils, the aim is to consult on the Preferred Approach before the end of the year. Following consideration of consultation responses, a final draft of the Strategic Plan will likely be published in the summer of 2023, prior to submission for examination later in 2023.

Alternative options considered and reasons for rejection

The production of a Local Plan is a statutory duty. It will ensure a consistent and coherent planning policy approach across the wider area. It would be possible for the Borough Council to prepare a Local Plan without the involvement of the partner councils, but this has been rejected as significant cost savings are achieved in preparing a joint document covering more strategic matters.

In respect of the Preferred Approach, all reasonable alternatives have been assessed through the sustainability appraisal and site selection work undertaken as part of Plan preparation.

Risks and Uncertainties

Failure to review the Aligned Core Strategy would result in the Borough not having an up-to-date Development Plan. The absence of which would increase the risk of speculative unplanned development in Broxtowe and could weaken the Council’s ability to effectively deal with all planning applications

4. Financial Implications

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

The present workload required in preparing the Greater Nottingham Strategic Plan, in terms of the Council working jointly with partner authorities, will be undertaken utilising existing resources within Planning Policy. As such, there are no additional financial implications for the Council at this stage with any costs being contained within existing budgets. Any significant budget implications that might be required as the review progresses, over and above virement limits, would require approval by Cabinet.

5. Legal Implications

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

It is a statutory requirement, as set out in the Planning and Compulsory Purchase Act 2004, for the Council to have a Local Plan. Under the Town and Country Planning (Local Planning) (England) Regulations 2012, Local Plans must also be reviewed at least once every five years from their adoption date to ensure that policies remain relevant and effectively address the needs of the local community.

6. Human Resources Implications

No implications.

7. Union Comments

No implications.

8. Data Protection Compliance Implications

Consultation comments will be dealt with in accordance with the Greater Nottingham Planning Partnership's Joint Privacy Notice: www.gedling.gov.uk/jointprivacynotice

9. Equality Impact Assessment

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

10. Background Papers

Nil

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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.

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:	Planning and Economic Development	Lead officer responsible for EIA	Ryan Dawson
Name of the policy or function to be assessed:	Greater Nottingham Strategic Plan: Preferred Approach (consultation)		
Names of the officers undertaking the assessment:	Mark Thompson		
Is this a new or an existing policy or function?	The Aligned Core Strategy forms part of the adopted Council's Local Development Plan. This is now being reviewed. The Greater Nottingham Strategic Plan will contain updated and new policies to replace the Aligned Core Strategy.		
1. What are the aims and objectives of the policy or function?			
<p>The Strategic Plan covers Greater Nottingham (Broxtowe Borough, Gedling Borough, Nottingham City and Rushcliffe Borough) and is being jointly produced by Broxtowe Borough, Gedling Borough, Nottingham City and Rushcliffe Borough Council.</p> <p>The Preferred Approach is a consultation on the preferred approach for strategic planning across the Greater Nottingham Strategic Plan area. The Preferred Approach includes a proposed strategy for the plan area and identifies proposed housing and employment strategic sites.</p>			
2. What outcomes do you want to achieve from the policy or function?			
<p>To undertake a consultation on the Preferred Approach which will inform the publication version of the Strategic Plan. This will enable various groups and stakeholders to comment on the plan.</p> <p>The Strategic Plan will ensure that housing and employment needs can be met whilst also setting out policies on a range of topics including climate change, blue and green infrastructure and biodiversity.</p>			
3. Who is intended to benefit from the policy or function?			
The whole existing and future community and wider regional economy.			

<p>4. Who are the main stakeholders in relation to the policy or function?</p> <p>The whole existing and future community and wider regional economy. A comprehensive consultation will be undertaken.</p>
<p>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?</p> <p>The Preferred Approach has been informed by a detailed evidence base which includes a Housing Needs Assessment covering the housing needs of different groups and detailed demographic and population data. Equality impact assessments have also been previously undertaken for the Aligned Core Strategy and Part 2 Local Plan.</p>
<p>6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?</p> <p>The Preferred Approach has been informed by a detailed evidence base and consultation responses to previous consultations.</p>
<p>7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?</p> <p>The Preferred Approach has been informed by consultation comments received as part of previous consultations. Further consultation will be carried out and any comments relating to equality will be considered and incorporated into the Strategic Plan.</p>
<p>8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:</p>
<p><input type="checkbox"/> 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?</p> <p>No - It does not target or exclude a specific group or community. A range of consultation methods will be used to encourage a wide range of people to respond to the consultation.</p>

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

Yes - A range of consultation methods will be used to encourage a wide range of people to respond to the consultation. A detailed evidence base is also being produced to ensure that the Strategic Plan meets wider needs, including groups who may not respond to the consultation.

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

A range of consultation methods will be used to encourage a wide range of people to respond to the consultation.

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

The allocation and provision of land for housing and employment will benefit all members of the community. Race, age and disability inequalities have potential to be addressed through the improvement to access to housing and employment opportunities. The provision of housing and employment sites in accessible locations will benefit members of the community who do not have access to a private car.

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

Analysis of the consultation responses to identify underrepresented groups.

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: The Strategic Plan is relevant to all who live, work and visit Greater Nottingham. It is not intended to benefit any one particular group above others. The allocation and delivery of land for housing and employment will have a positive impact on both existing and future residents. The consultation methods aim to be fully inclusive for all ages.

Disability: The Strategic Plan is relevant to everyone who will live, work and visit Greater Nottingham. It is not intended to benefit any one particular group above others. It will provide increased opportunities for disabled people to access suitable housing. Delivery of land for employment in particular will provide opportunities to address disability inequalities. Access to transport, housing, jobs, services and facilities (20-minute neighbourhood), and open space will help disabled people. Availability of information online may help reduce barriers to

participation in the local plan process for those with physical disabilities.

Gender: The Strategic Plan is inclusive of all gender groups. Equality of opportunity for all is an overall aim of the Strategic Plan. The Strategic Plan includes themes which are relevant to gender such as access to transport, housing, jobs, services and facilities (20-minute neighbourhood), and open space.

Gender Reassignment: The Strategic Plan is inclusive of all gender groups. Equality of opportunity for all is an overall aim of the Strategic Plan.

Marriage and Civil Partnership: No equality impacts have been identified that are specific to these groups.

Pregnancy and Maternity: The Strategic Plan is relevant to everyone who will live, work and visit Greater Nottingham. It is not intended to benefit any one particular group above others.

Race: The Strategic Plan is inclusive. Equality of opportunity for all is an overall aim of the Strategic Plan. The allocation and delivery of land for housing and employment will have a positive impact on both existing and future residents.

Religion and Belief: The Strategic Plan is intended to promote the needs of all regardless of religions/beliefs. A variety of religious groups are included on the consultation database and consultation methods are designed to reach all groups including 'hard to reach' groups

Sexual Orientation: Equality of opportunity for all is an overall aim of the Strategic Plan.

Executive Director:

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 Portfolio Holder for Housing

HOUSING FURNITURE SCHEME1. Purpose of Report

To outline a proposal to implement furnished tenancies for Council tenants.

2. Recommendation

Cabinet is asked to RESOLVE that the proposal and a one-off budget of £5,000 for external legal advice be approved in 2022/23, to be funded from Housing Revenue Account (HRA) working balances.

3. Detail

The housing department are aware that a number of tenants are living without essential furniture items. The Council has many successful partnerships with charity organisations that help, but the demand can't always be met and there is usually still a cost to the tenant. Also, appliances are rarely available.

Research completed by End Furniture Poverty found the following impact on an average family annual bill:

- Living without a cooker adds £2,100 to food bill
- Living without a fridge/freezer, adds £1,365 to food bill
- Living without a washing machine adds £1,000 washing expenses
- Living with faulty or inefficient white goods adds over £100 to energy bills

End Furniture Poverty have also found other impacts of furniture poverty:

- Mental health – people may feel a stigma as they are unable to afford basic items, they are also unlikely to invite people into their home
- Physical health – people may be unable to sleep well, or cook a health meal
- Financial – people can get into unmanageable debt to acquire items

An action was included in the Housing Business Plan to address this. Initial research suggested that furniture packs could be provided by an external company, and that the cost would be housing benefit and universal credit eligible. However, when more detailed work was completed it was clear that not all aspects of the service could be covered by benefits, and therefore the scheme would not meet the needs of our tenants.

It is proposed that to achieve the aim set out in the Housing Business Plan the Council should look to offer furnished tenancies. This option would not be simple or quick to implement and would require external legal advice. Only 2% of all social housing tenancies are let as furnished, but there are some landlords that have offered successful schemes for many years.

If the proposal is approved further work would be completed and a report would be presented to Cabinet, outlining the details and any risks, for final approval before any furnished tenancies commence. An Equalities Impact Assessment will also be completed at this time.

The budget for legal advice is calculated based on previous legal advice received in regards to the Council's Secure tenancy agreements.

4. Financial Implications

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

The anticipated cost of the external legal advice required is £5,000. This is considered to be a one-off revenue cost in 2022/23 and will be funded from the Housing Revenue Account (HRA) working balances.

5. Legal Implications

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

There are no direct complications that arise from this report

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

Not applicable

7. Union Comments

The Union comments were as follows.

Not applicable

8. Data Protection Compliance Implications

Not applicable

9. Equality Impact Assessment

Not applicable

10. Background Papers

Nil.

Report of the Portfolio Holder for Environment and Climate Change

GARDEN WASTE SUBSCRIPTION FEES 2023/24

1. Purpose of Report

To seek approval for the 2023/24 garden waste subscription fees.

2. Recommendation

Cabinet is asked to RESOLVE that:

- 1. The price for the first bin for 2023/24 be increased by £1**
- 2. The price for additional bins for 2023/24 be increased by £1.**

3. Detail

An income target of £884,000 was set for the 2022/23 subscription period. As of 1 October 2022, 21,847 properties have subscribed to the service generating an income of £859,771.

The number of subscribers in 2022/23 has decreased from those in 2021/22. This is likely to be as a result of the dry weather experienced during the season, resulting in vegetation not growing as much therefore reducing demand for the service. The current cost of living crisis may also have affected the subscription numbers. The challenge for the 2023/24 season will be to maintain the customer base.

Outlined in the appendix are options relating to the charges for the garden waste collection service for 2023/24.

4. Financial Implications

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

The proposed £1 increase in the price for the first bin and also for any additional bins is estimated to generate additional income in the region of £24,000. The revised Business Strategy approved by Cabinet on 4 October 2022 included an additional £30,000 in Garden Waste Income from an expected increase in subscriptions during 2022/23 and 2023/24. In order to meet the anticipated budget gap in 2023/24, it is important that the price increase is supported and ongoing marketing continues to drive forward and increase the volume of subscriptions.

5. Legal Implications

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

The Council is the waste collection authority for the Borough with a duty to collect specified forms of waste. Section 45(3) of the Environmental Protection

Act 1990 states “no charge shall be made for the collection of household waste except in cases prescribed in regulations made by the Secretary of State”. Section 4 of Schedule 1 of the Controlled Waste (England and Wales) Regulations 2012 states that charges may be made for the collection of household garden waste. Additionally, Section 45(3) (b) of the Environmental Protection Act 1990 requires that collection authorities make a reasonable charge for the collection of household garden waste.

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

Nil.

7. Union Comments

The Union comments were as follows:

Not Applicable.

8. Data Protection Compliance Implications

Not applicable

9. Equality Impact Assessment

Not applicable

10. Background Papers

Nil.

APPENDIX 1

Charges for 2022/231. Comparison of charges

The table below shows the charges for the kerbside garden waste collection service for all district councils within Nottinghamshire.

Local Authority	First bin price (2022/23)	Additional bin price (2022/23)	Service Provision
Broxtowe Borough Council	£37	£23	Fortnightly March to November, monthly December through to February. Discount is offered to those signing up from 1 October (£32 for the first bin and then £11.50 for the second bin)
Ashfield District Council	£28	£14	Fortnightly March to December
Bassetlaw District Council	£33	£33	Fortnightly March to November
Gedling Borough Council	£38	£20	Fortnightly April to March – no service January and February
Mansfield District Council	£31	£18	Fortnightly March to November, one in December and no collections in January and February
Newark and Sherwood	£35	£35	Fortnightly March to November, monthly December through to February
Rushcliffe Borough Council	£40	£25	Fortnightly but no collections over the Christmas and New Year period

The current fee of £37 for the first bin is slightly above the average price of £34.57 across all the Nottinghamshire districts. There are significant differences in the prices charged for additional bins. The current charge for an additional bin is £23 with the average price across the Nottinghamshire districts being £24.00

By October 2022, 2287 subscribers have paid for the use of additional bins.

2. Charging mechanism

Residents can currently subscribe to the service in two ways:

- Online
- By telephone

Approximately 88.5% of Broxtowe subscribers use the online payment system. Online subscription is by far the cheapest and easiest payment method and equates to a cost of £0.09p per transaction.

3. Options for charges

Different proposed charges for 2023/24 are shown in the tables below. The figures used in the tables are based on 21,847 subscribers (the number as at October 2022).

The different options illustrate the projected income based on different prices for the first and additional bins.

Number of bins	Number of subscribers	£37 (Current price)	£38 (Increase £1)	£39 (Increase £2)	£40 (Increase £3)	£41 (Increase £4)
1	21,847	£808,339	£830,186	£852,033	£873,880	£895,727
Potential Additional Income		£808,339	£21,847	£43,694	£65,541	£87,388

		Projected income from additional bins				
Number of additional bins	Number of subscribers	£23 (current price)	£24 (Increase £1)	£25 (Increase £2)	£26 (Increase £3)	£27 (Increase £4)
1	2021	£46,483	£48,504	£50,525	£52,546	£54,567
2	203	£4,669	£4,872	£5,075	£5,278	£5,481
3	42	£966	£1,008	£1,050	£1,092	£1,134
4	4	£92	£96	£100	£104	£108
5	12	£276	£288	£300	£312	£324
6	1	£23	£24	£25	£26	£27
7	2	£46	£48	£50	£52	£54
9	1	£23	£24	£25	£26	£27
10	1	£23	£24	£25	£26	£27
Total	2287	£52,578	£54,864	£57,150	£59,436	£61,722
Potential Additional Income		0	£2,286	£4,572	£6,858	£9,144

4. Risks

The challenge for the 2023/24 season will be to maintain the existing customer base. Increasing the price may increase the risk that customers do not subscribe the service. However, this needs to be balanced against the significant increase in the cost of providing the service. In addition to the increase resource costs there has been around a 31% increase in the price of DERV in 2022/23, with no signs that the costs are likely to reduce in the immediate future.

5. Recommendations

The following charges are proposed:

- The price for the first bin is increased by £1.00
- The price for additional bins is increased by £1.00

It is envisaged that the price increase on the first bin will generate additional income in the region of £21,847.

It is envisaged that the price increase for the additional bin will generate additional income in the region of £2,287.

The price increases will ensure that the provision of the garden waste collection service is in line with neighbouring authorities.

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Report of the Portfolio Holder for Environment and Climate Change Portfolio

LOCAL AREA ENERGY PLAN1. Purpose of Report

To provide Cabinet with details of the proposed work to deliver a local area energy plan for the Borough of Broxtowe.

2. Recommendation

Cabinet is asked to RESOLVE

- 1) that the allocation of £75,000 as the Council's contribution towards the commissioning of work to deliver a Local Area Energy Plan be approved, with the cost being funded from General Fund Reserves.**
- 2) that the allocation of £7,000 for the 2 years' technical adviser role be approved, with the cost being funded from General Fund Reserves.**

Local Area Energy Planning (LAEP) has been identified as an important step to supporting climate ambitions across Derbyshire and Nottinghamshire and has the potential to further support increased devolution through a comprehensive plan that identifies the most effective pathway to decarbonising each district across D2N2 / East Midlands Mayoral Combined Authority (EMMCA). A Local Area Energy Plan sets out the change required to transition an area's energy system to net zero in a given timeframe. This is achieved by exploring potential pathways and considering a range of technologies and scenarios which, when combined with stakeholder engagement, leads to the identification of the most cost-effective preferred pathway and sequenced plan of proposed actions to achieving an area's net zero goal.

The D2N2 Low Carbon Board with feeder groups of The Environmental Strategy Working Group covering the Nottinghamshire Local Authorities and the D2 Energy Group covering the Derbyshire Local Authorities are collectively keen to progress with the LAEP for their respective authorities.

The first step towards a Local Area Energy Plan has been completed; project managed by the Midlands Net Zero Hub who contracted Energy Systems Catapult (on behalf of the Local Authorities) to deliver a Socio-Economic Benefits Report to Local Area Planning for D2N2 / EMMCCA.

The appendix provides additional Information taken from Socio-Economic Benefits report to Support a Local Area Energy Plan for EMMCA by Energy Systems Catapult. The Information contains copyright information licensed under the ESC Licence.

If Cabinet is minded to agree the recommendation then the next phase of the Local Area Energy Plan may be eligible to secure match funding from "Net zero living: Pioneer places" managed by Innovate UK, part of UK Research and Innovation. If realised it may be possible to recover a proportion of the initial financial contribution.

3. Financial Implications

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

The initial request of £75,000 as the Council's contribution towards commissioning of work to deliver a Local Area Energy Plan would have to be funded from General Fund Reserves. This is considered as a one-off request at this stage, with any further significant budget implications requiring approval by Cabinet. It is noted and welcomed that there may be opportunities to seek external match funding to potentially recover some of the initial financial outlay required from each participating local authority.

Similarly, the cost for the two years' Technical Advisor role at a total cost of £7,000 would have to be funded from General Fund Reserves

4. Legal Implications

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

Whilst there are no direct legal implications arising from this report, a Local Area Energy Plan will support the Council's corporate objectives regarding climate change and is also consistent with socio-economic and equality duties. The implementation of the individual actions and objectives will be set out as the Plan develops that will give rise to specific legal issues. These will be addressed as part of the delivery of the Plan.

5. Human Resources Implications

The comments from the Human Resources Manager were as follow:

There are no direct human resource implications arising from this report

6. Union Comments

The Union comments were as follows.

UNISON supports the proposals outlined in the report.

7. Data Protection Compliance Implications

The are no immediate Data Protection compliance implications.

8. Equality Impact Assessment

N/A

9. Background Papers

Socio-Economic Benefits Report to support a Local Area Energy Plan for EMMCA (East Midlands Mayoral Combined Authority)

<https://democracy.broxtowe.gov.uk/documents/s20482/Socio-Economic%20Benefits%20Report%20to%20support%20a%20Local%20Area%20Energy%20Plan%20for%20EMCA%20East%20Midlands%20Mayoral%20C.pdf>

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Appendix

The total net benefit of the elements considered is £11b from an investment of £7.6b. This could save 51.5m tCO₂e to 2050 and create 4,500 local green jobs.

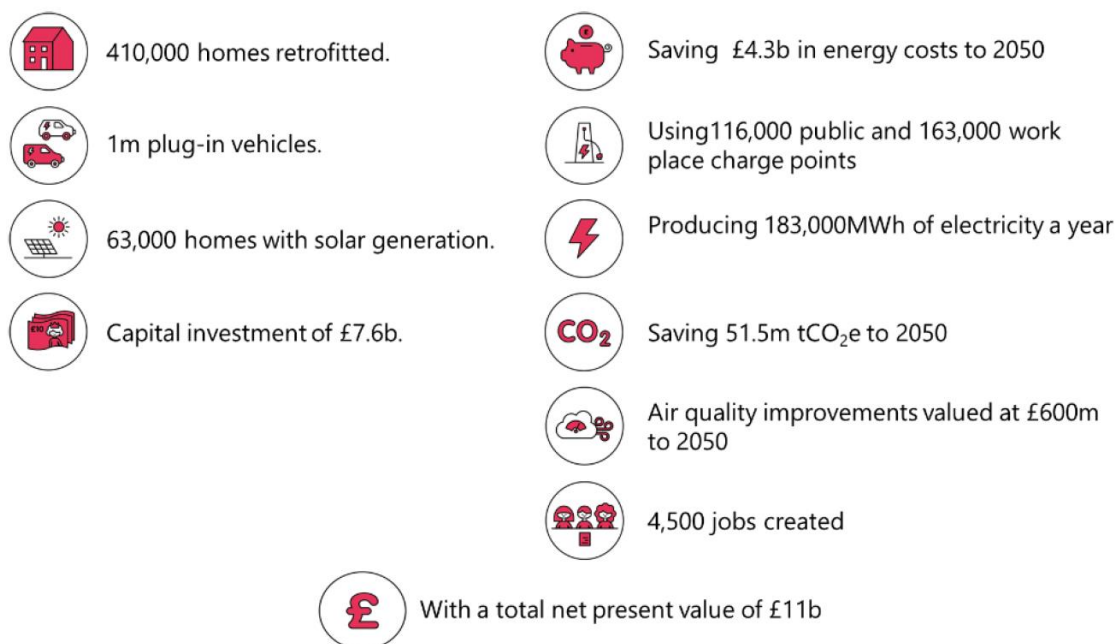


Figure 1: Headline figures for Nottinghamshire and Derbyshire

A full LAEP process could be expected to unlock significantly larger benefits through addressing other aspects of the local energy system that have not been considered here. For example, analysis completed by PwC for InnovateUK¹ found that taking a place-based approach to decarbonisation could reduce the investment required by as much as 70% whilst nearly doubling the wider social benefits that could be realised.

¹Accelerating Net Zero Delivery, PwC, Otley Energy, University of Leeds, 2022

Next Steps

The D2N2 / EMMCCA region is well placed to prepare for a coordinated and successful programme of Local Area Energy Planning to realise the potential benefits identified. A regionally coordinated delivery approach is recommended to maximise impact and efficiency. Regional coordination can also ensure that aspects such as procurement, governance, stakeholder management, decision making, programme consistency and quality assurance are steered effectively. This report recommends a delivery option based on the provision of 8 LAEPs (merging some local authorities into combined LAEP areas) supported by a technical advisor role to coordinate and oversee delivery. Taking this approach can also ensure that both local and regional priorities can be considered when developing LAEPs, reducing potential conflicts from an uncoordinated approach. Finally, regional coordination can lead to the aggregation and scale up of local opportunities, projects and action that is more likely to attract interest from the organisations that will support the implementation of the LAEPs and associated activity.

A series of next steps (summarised in Figure 2 below) have been provided in Section 8 of the Socio-Economic Benefits Report. These provide the region with activities that could be **progressed over a 5 or 6 months' period** to prepare for a regional LAEP programme. The steps are not necessarily chronological and can be carried out simultaneously.

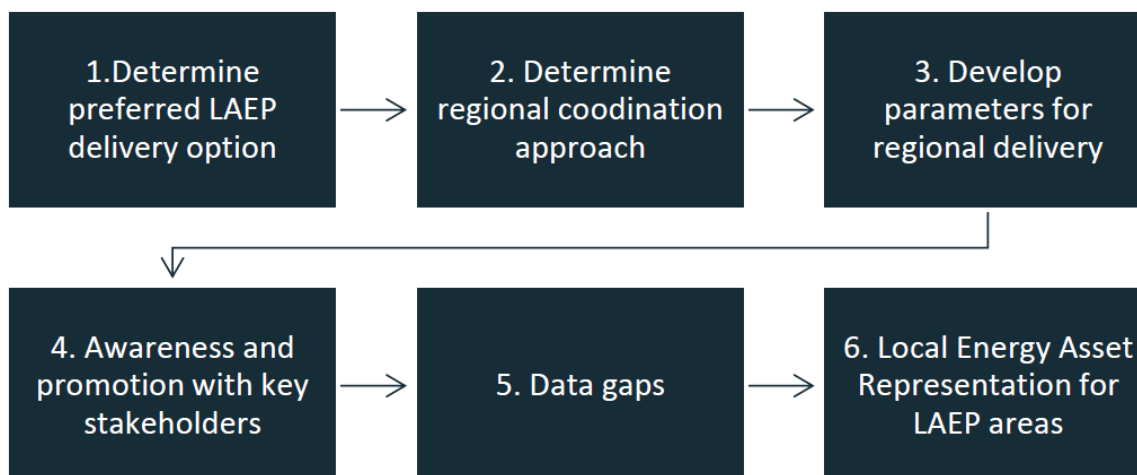


Figure 2 – Series of recommended next steps to prepare for a LAEP programme

Summary

The region is well placed to proceed with a LAEP. The estimated value of the work is £1.2million and Local Area Energy Planning is written into the Devolution Deal; however, appropriate funding is yet to be identified.

It is preferable to proceed in unison, but with current lack of funding there are some Local Authorities who are keen to proceed as pathfinders, and are able to self-fund.

1. Option 3 in the Socio-Economic Benefits Report is the preferred delivery option; the Local Authorities partnership groupings highlighted may change from those contained within the report for example, Broxtowe Borough Council will be grouped with Gedling and Rushcliffe Borough Councils.
2. Budget for each Local Authority is £75,000
3. Nottingham City Council, via Midlands Net Zero Hub is the lead organisation to co-ordinate, key tasks including procurement / recruitment of a technical advisor for duration of the project (funding required for technical advisor circa £7k per LA to cover 2 years).
4. The following are the key parameters for regional delivery:
 - a. Development of the specification, identify additional support requirements for the lead and ensure collective feedback on the specification through the D2N2 LEP Low Carbon Board and N2 & D2 feeder groups.

- b. Work to define the approach and process, particularly for the pathfinder authorities.
- c. Nottingham City Council will act as the procurement lead, with support from D2N2 LEP.

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

3. Detail

The Work Programme for future meetings is set out below. Key decisions are marked with an asterisk*.

<p>20 December 2022</p>	<p><u>Resources and Personnel Policy</u></p> <ul style="list-style-type: none"> • Budget Consultation Response • Treasury Management/Prudential Indicators 2022/23 Mid-Year report • Council Tax Base 2023/24 <p><u>Housing</u></p> <ul style="list-style-type: none"> • Housing Delivery Plan <p><u>Environment and Climate Change</u></p> <ul style="list-style-type: none"> • Electric Vehicle Charging Points <p><u>Leisure and Health</u></p> <ul style="list-style-type: none"> • Leisure Centre Update. <p><u>Economic Development and Asset Management</u></p> <ul style="list-style-type: none"> • Ground Floor Reception Alterations
<p>17 January 2023</p>	<p><u>Housing</u></p> <ul style="list-style-type: none"> • Mobility Scooter Policy <p><u>Resources and Personnel Policy</u></p> <ul style="list-style-type: none"> • Local Council Tax Support Scheme • Communications and Engagement Strategy • Local Government Finance Settlement 2023/24 • Grants to Voluntary and Community Organisations • Pay Policy 2023-24

7 February 2023	<p><u>Housing</u></p> <ul style="list-style-type: none"> • Housing Management of Communal Areas Policy <p><u>Resources and Personnel Policy</u></p> <ul style="list-style-type: none"> • Irrecoverable Arrears • Housing Benefit-War Pension Disregard • Budget Proposals and Associated Strategies
14 March 2023	<p><u>Resources and Personnel Policy</u></p> <ul style="list-style-type: none"> • Grants to Voluntary and Community Organisations • Equality and Diversity Annual Report <p><u>Community Safety</u></p> <ul style="list-style-type: none"> • Broxtowe Crime Reduction Action Plan 2023-2024 • Hate Crime Pledge • Serious Organised Crime Strategy • PSPO Renewals <p><u>Leisure and Health</u></p> <ul style="list-style-type: none"> • Armed Forces Community Covenant Action Plan 2023-2025 <p><u>Environment and Climate Change</u></p> <ul style="list-style-type: none"> • Waste Strategy • Trees

4. 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.

5. Background Papers

Nil.

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