

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

**PROPOSED NEW CORPORATE PLAN PRIORITIES 2024-28**1. Purpose of Report

To invite Cabinet to give consideration to the proposed new corporate plan priorities and objectives for 2024-28.

2. Recommendation

**The Committee is asked to consider the emerging corporate plan priorities for 2024-25 and RESOLVE accordingly.**

3. Detail

Immediately following the Borough Council election, a Borough wide survey was launched seeking the views of local residents about which priorities the council should pursue in its next corporate plan period.

820 responses were received to the survey – compared to 527 in 2019. 716 responses were online and 104 were on paper.

In addition, Senior Council Officers and local Councillors held drop in events at six different places in Broxtowe. 97 people attended the public roadshow events.

A brief summary of the survey results can be seen in appendix 1 and the full results are circulated to councillors as a separate document if members wish to read all the relevant detail.

Appendix 2 sets out a summary of some of the key challenges facing Broxtowe in the coming period, and Appendix 3 sets out a proposed vision, priorities and objectives to be incorporated in the next corporate plan. The draft in appendix 3 draws on the wishes and desires of residents expressed in the consultation. Officers of the council have been consulted. Their input helped to refine the draft, for example reshaping the housing section into three distinct sections to reflect the different areas of our housing revenue account; our own asset management and management of private sector housing; ensure the inclusion of the UKSPF fund reference; shaping the wording of our future investment in parks and open spaces and our flood resilience reference.

The Members of the Policy and Overview working group have had input to the draft as well and this resulted in:

- Strengthening the reference to Council owned homes in the housing section and the fact that homes we build should be lifetime, energy efficient homes

- Emphasising co-production in the development of future strategy
- Including references to shoplifting and tackling illegal use of nitrous oxide within community safety
- Introduction of a discrete section on communication and engagement
- Emphasising that events contribute to a strong sense of community.

### **Next steps**

Following the input of Cabinet, the document would be further developed into a readable format with the inclusion of an introduction to Broxtowe and outcome indicators that would align with business plan targets about to be considered as part of the budget process this year. The full document would come back to cabinet and be recommended to Council for adoption so that it is in place in good time for the beginning of the next financial year.

#### 4. Financial Implications

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

Whilst there are no direct and immediate financial implications arising from this report, the Corporate Plan priorities will drive the Council's use of financial and other resources in the delivery of its services.

#### 5. Legal Implications

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

Whilst there are no direct legal implications arising from this report as there is no legal requirement for the Council to adopt a corporate plan. However, having such a plan provides the necessary framework and context upon which the council can direct its decision making and significantly contributes to robust corporate governance arrangements.

#### 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. Climate Change Implications

The comments from the Waste and Climate Change Manager have been incorporated into appendix 3

9. Data Protection Compliance Implications

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

10. Equality Impact Assessment

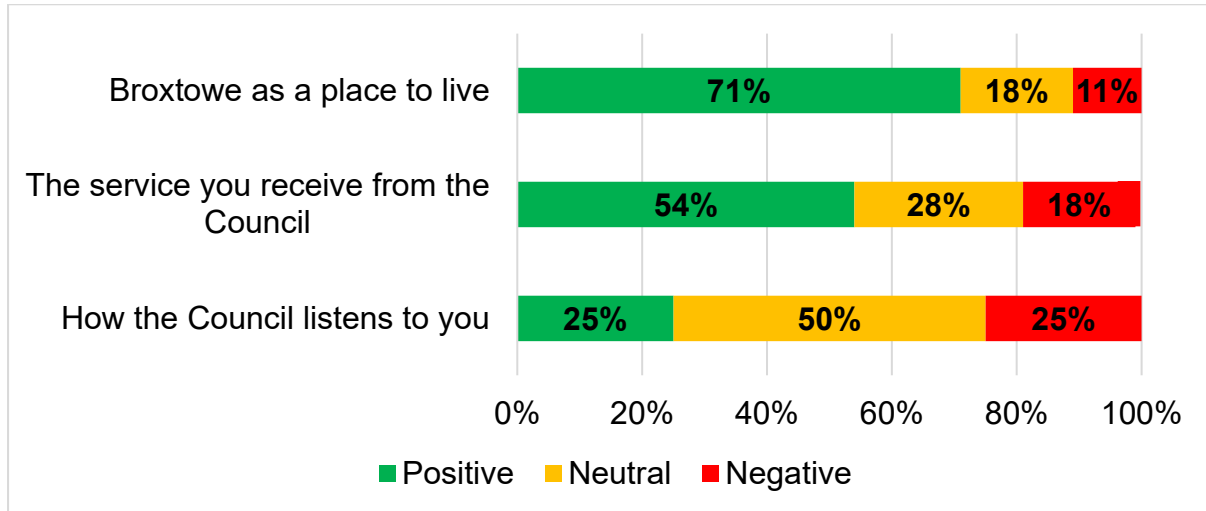
An equality impact assessment is attached as appendix 4.

11. Background Papers

Nil.

APPENDIX 1

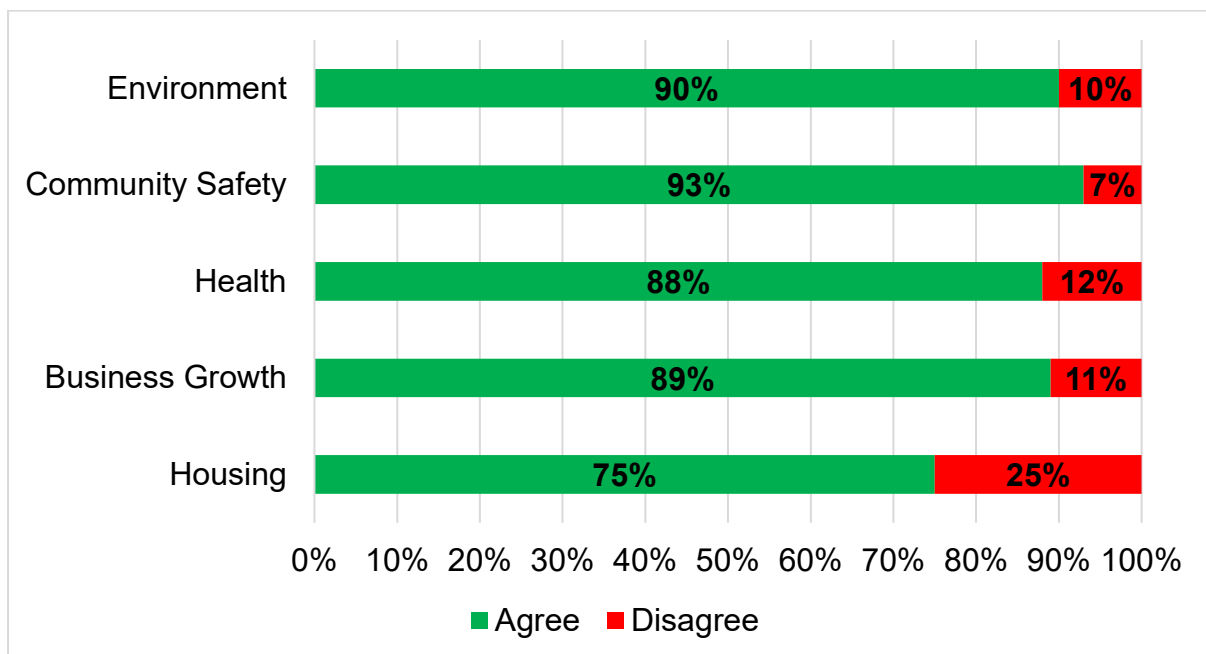
Resident survey summary



71% of respondents were satisfied or very satisfied with Broxtowe as a place to live. 18% were neither satisfied nor dissatisfied and 11% were dissatisfied.

54% of respondents were satisfied or very satisfied with the service they receive from the Council. 27% were neither satisfied nor dissatisfied and 11% were dissatisfied.

25% of respondents were satisfied or very satisfied with how the Council listens to them. 50% were neither satisfied or dissatisfied and 25% are dissatisfied.



There was strong support for all of the five proposed priorities suggested in the survey, with all receiving more than 75% positive responses.

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

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

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

Common themes in the responses were:

- Activities to support young people
- Being able to recycle more types of items and food waste collections
- Cleaner streets
- Prioritising brown field sites for development over green space
- Need for a greater variety of shops
- Introduction of free parking
- More transparency on Council spending
- Concerns about flood risk.

## APPENDIX 2

**Current Challenges facing Broxtowe****Housing**

Broxtowe has the lowest average weekly social housing rent in the East Midlands; the lowest eviction rate; and the lowest levels of rent arrears. We have one of the best homeless prevention services and put fewer people in temporary accommodation than comparators in the East Midlands. We have a larger amount of accommodation for older people than comparable authorities and our stock has a high occupancy level. However, despite increase activity in building Council homes ourselves, and buying back previously owned Council homes, we have the poorest delivery rate of new affordable housing in the East Midlands; and our housing repairs service needs continued improvement. Whilst the condition of our housing stock achieves the decent homes standard with few exceptions, there is work to do to retrofit the stock to make it more energy efficient; maintain the decent homes standard; to improve the data quality underpinning our asset ownership, and to ensure we rise successfully to the challenge of fully meeting the requirements of the Housing regulator. Residents are keen for us to put greater emphasis on regulating private sector housing, especially houses in multiple occupation, to ensure there is a well-balanced provision of housing for all sections of the local community.

Explore planning data [Microsoft Power BI](#)

Explore Homelessness data [Microsoft Power BI](#)

**Business Growth**

Whilst Beeston, Stapleford and Kimberley have attracted significant investment in the last plan period, there is a considerable challenge involved in spending, within government dictated deadlines, the remainder of the Stapleford Towns fund and Kimberley Levelling up fund programmes, in order to secure the full beneficial outcomes the Council has committed to achieve. Eastwood remains an area of higher deprivation and under investment. The Council is committed to resubmitting the Eastwood levelling up bid as soon as the opportunity arises. The Council has been bold and proactive in shaping the town centre of Beeston needs to continue to review and refresh its plans in order to make the most of its asset ownership as the shape of town centres continues to change rapidly. The economic activity rate for 16-64 year olds is very low compared with other areas. Skills levels are not as high as they should be in Broxtowe and a significant proportion of the working population are on low wages. These facts are related and mean that a proportion of the population are particularly vulnerable to the pressures of the rising cost of living, food insecurity and child poverty.

Explore Jobs and business growth data [Microsoft Power BI](#)

**Environment**

The Council remains on track to achieve carbon neutrality by 2027 for its own operations. It has set out an ambitious action plan with 102 actions and is committed to delivering this within the corporate plan period. However much more remains to be done to achieve the wider community carbon reduction goal, and this will involve

significant work to retrofit private homes, and encourage residents and businesses to make the necessary adjustments to the way they live and operate. Raising recycling and composting rates has proved difficult in the last plan period, but there are now new opportunities with legislation requiring the introduction of food waste collection, to work in partnership and do things differently in future. We are also looking forward to reviewing our green infrastructure strategy and ensuring the core strategy review places the provision of networked green and blue infrastructure at the heart of spatial planning for the next period.

Explore [climate change data](#)

### **Community Safety**

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

Explore community safety data [Sport england - Crime - District | Broxtowe | Report Builder for ArcGIS \(sportengland.org\)](#)

### **Leisure and Health**

Overall in Broxtowe people enjoy good health and have more active lifestyles than elsewhere in England and most areas in Nottinghamshire. However, the quality of people's health varies across Broxtowe, and is worse in areas of higher deprivation. Contributory factors to poor health include smoking (particularly in pregnancy) which is much worse in Broxtowe than in other areas, and alcohol related hospital admissions are also quite high. The take up rates for screening and vaccinations vary, and there are inequalities in life expectancy between men and women. Poor mental health is often associated with poor physical health and there are concerns about the mental health of young people. Whilst attendances at leisure centres post pandemic have improved, the borough faces significant challenges in raising the necessary capital to renew its ageing leisure facilities. The Borough Council also has ambitions to work in partnership with health partners to ensure that there are adequate and accessible local health facilities to support the population.

Explore [leisure and health](#) data

## APPENDIX 3

**Proposed Corporate Plan Vision, Priorities and objectives**12. Our Vision

A greener, safer, healthier Borough, where everyone prospers.

**Proposed Corporate Plan Aims and Priorities 2024-28****Priority: Housing**

**A good quality home for everyone**

**Objectives****Build more houses, more quickly on under used or derelict land.**

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

**Invest to ensure our homes are safe and more energy efficient.**

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

**Regulate housing effectively and respond to housing needs.**

- Develop through co-production with relevant stakeholders and tenants, a new Housing strategy which identifies and responds to housing need throughout Broxtowe
- Strengthen regulatory enforcement of private sector housing
- Actively manage the provision of student accommodation through working with partners to agree a new student accommodation strategy and explore greater regulation of student housing
- Prevent homelessness and help people to be financially secure and independent.

**Priority: Business Growth**

**Invest in our towns and our people**

**Objectives****Develop and Implement Area Regeneration**

- Attract regeneration resources to implement development plans for Eastwood
- Implement Towns fund and levelling up plans for Stapleford and Kimberley
- Continue to support growth and business prosperity in key development sites across the borough, including investment in Beeston, Toton and A610.



**Support Business Employment and Skills**

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

**PRIORITY: Environment****Protect the environment for the future****Objectives****Reduce carbon emissions and improve air quality**

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

**Continue to invest in our parks and open spaces.**

- Develop a programme of investment for our parks and open spaces, including for example accessible facilities, litter bins, picnic tables, signage, and enhanced bike trails
- Enhance our blue and green corridors.

**Reduce the amount of waste disposed of in the black- lidded bin and increase recycling and composting**

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

**PRIORITY: Community safety****A safe place for everyone****Objectives****Reduce anti-social behaviour**

- Refresh and implement an anti-social behaviour policy and action plan including reducing nuisance experienced through dangerous car cruising, irresponsible e-scooter and anti-social off road activity.

**Improve public safety**

- Work with partners to reduce violent crime including knife crime
- Improve safety for women and girls
- Work with partners to reduce shoplifting
- Improve cycle security infrastructure
- Work with partners to reduce domestic violence and support victims.

**Drug and alcohol use**

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

**Priority: Leisure and Health****Healthy and supported Communities****Objectives****Promote active and healthy lifestyles in every area of Broxtowe.**

- Work with partners to develop positive programmes of activities with and for young people, and inclusive events to promote and enrich community life
- Develop and start the implementation of a new Public Toilet strategy to renew and improve these facilities

**Develop plans to renew our leisure facilities in Broxtowe.**

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

**Support people to live well with dementia and support those who are lonely or have mental health issues.**

- Support the development of new doctor's surgery facilities in Beeston and Eastwood
- Support the development of community support for people with mental health issues and for people living with dementia and their carers through Durban House in Eastwood
- Support the establishment of a dementia café in Stapleford.

**Communication and engagement****Improve the way in which we listen to and engage with residents**

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