



Broxtowe  
Borough  
COUNCIL

# Annual Governance Statement

2025 - 2026



[www.broxtowe.gov.uk](http://www.broxtowe.gov.uk)

# Executive Summary

The Council's governance arrangements are consistent with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016 edition). This Statement explains how the Council has complied with these arrangements and also meets the requirements of the Accounts and Audit Regulations 2015, regulation 6 (1), which requires all relevant bodies to prepare an AGS.

A summary of how the Council meets with each of the seven core principles, including evidence of the principle in action, and where improvement action or new steps have been taken in 2025/26 is provided below:

The Council considers that the arrangements provide substantive assurance and continue to be regarded as fit for purpose and operating effectively in accordance with the governance framework and support the achievement of the Authority's outcomes. The Council notes the outcomes of the Housing Regulator's report and is committed to monitoring the implementation of improvement plans and will proactively manage governance implications and risks of the challenges the Council will face in 2026/2027. This will ensure that governance will remain resilient and fit for purpose for the benefit of Broxtowe's residents.



# The Council's Responsibility for Sound Governance

The Accounts and Audit Regulations 2015 require the Council to prepare and publish a governance statement on an annual basis. The Annual Governance Statement (AGS) describes the Council's governance framework including the systems, processes, culture, and values that are used to direct and control the Council's activities.

The governance framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money. The AGS establishes the Council's commitment to delivering robust governance arrangements and how it has reviewed the effectiveness of those arrangements. The AGS should explain how it has mitigated and intends to mitigate any significant risks or issues and set out the key issues to be addressed over the coming year. Maintaining a good governance framework that is owned and prioritised across the Council throughout this period is an essential element in ensuring that public money is properly accounted for, and that business is conducted in accordance with the law and appropriate standards.

## Scope of Responsibility

Broxtowe Borough Council must ensure that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to secure continuous improvement in the way its functions are exercised.

In discharging this overall responsibility, the Council must put in place proper governance arrangements to manage its affairs. The Council must ensure that there is a sound system of governance (incorporating the system of internal control) based on the principles of CIPFA/SOLACE's Code of Delivering Good Governance in Local Government Framework

## What is Corporate Governance?

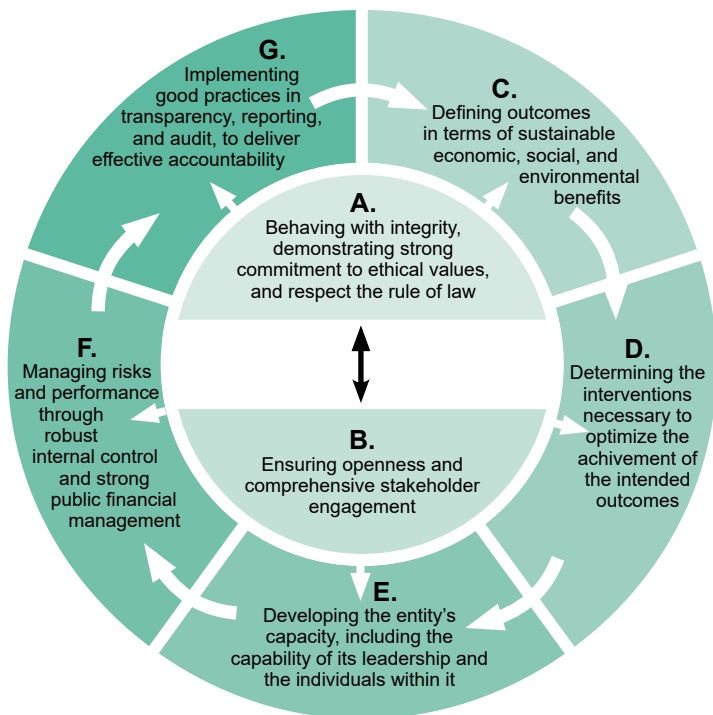
Corporate governance is the system of rules, practices, and processes by which an organisation is directed and controlled.

Corporate governance refers to how the Council governs itself and to what purpose. It defines who has authority and accountability and how decisions are made. In summary, it is a toolkit that enables management and the Cabinet to deal more effectively with the many and varied challenges of running an organisation as diverse as a local authority. Governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

## What is the Annual Governance Statement?

This AGS details how the Council has complied with the Code of Corporate Governance over the past year and meets the requirements of regulation 6 (1) (a) and (b) of the Accounts and Audit Regulations 2015 which requires the Council to publish an AGS. It is the responsibility of all Officers of the Council to comply with the approved Code of Corporate Governance .

The Code of Corporate Governance sets out the documentation, systems and processes by which the authority transparently controls its activities and defines its culture and values. It enables the monitoring of the achievements of the Council's strategic objectives and consideration of whether these have led to the delivery of appropriate value for money across services. The Code is based on a set of seven core principles:





## CORE PRINCIPLE A:

**Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.**

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies.

It is essential that, as a whole, they can demonstrate the appropriateness of all their actions across all activities and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

Ethical values, standards and formal codes of conduct are defined in the Council's Constitution and form the basis for developing the Council's policies, procedures, and the behaviour of Members and employees. The appropriate processes are in place to ensure that Members and employees are not influenced by prejudice, bias or conflicts of interest when engaging and making decisions with stakeholders, as well as effective systems to protect the rights of employees. All Council decisions consider legal and financial implications with support from the Council's Legal, Democratic Services, and Finance teams.

### Activity within Principle A in 2025/26

- During 2025/26 the Council's long-standing Chief Executive retired. Full Council appointed an Interim Chief Executive and an Interim Deputy Chief Executive while the permanent recruitment process takes place. The establishment structure was also reconsidered through internal appointments of three Interim Directors, which provide resilience to the Council's governance structure.
- 100% of our Borough Members have received Code of Conduct training and 75% of Parish Members.
- The Council holds Members to account for their behaviour by addressing allegations of breaches of the Member Code of Conduct, of which there were eight Code of Conduct complaints against Broxtowe Borough Council Members. There were five Code of Conduct complaints made against Parish Councillors. None proceeded to formal investigation, and none involved allegations of fraud or corruption. There was one whistleblowing allegation which was investigated and there was no evidence of systemic failings.
- The Constitution contains a protocol for Member and Officer relationships.
- The New Starter Induction Programme includes a meeting with the Council's General Management Team to discuss the Council's Corporate Values. Every new employee undertakes a training course relating to the Employee Code of Conduct, which includes the Nolan principles, and ethical issues (for example relating to declaration of gifts and hospitality and conflicts of interest).

- The Council collects data relating to its workforce and reviews this through the annual Workforce Profile to identify any inequity, unfairness or prejudice in recruitment procedures or the operation of other HR practices, and as required by law publishes information regarding its gender pay gap. The Annual Employee Survey also asks employees to indicate whether they are aware of the Council's values. In the 2025/26 survey, 93% of employees were aware of the Council's values (a 1% increase) and 88% of employees understood how the Council's vision and values related to the work they do (a 1% decrease).
- The latest Workforce Profile was reviewed by the General Management Team and reported to Cabinet in September 2025.
- An Annual Complaints Report is presented to the Governance Audit and Standards Committee in addition to Cabinet. The report provides details of those complaints that are referred to the Ombudsman and where improvements to systems and processes have been made as a result of complaints. Any complaints where a financial settlement is appropriate, or has been made, are also reported in detail. Arrangements for reporting have been reviewed in accordance with the Housing Ombudsman's recommendations.
- The Housing Ombudsman's Self-Assessment Complaint Form was approved by Cabinet in March 2026.
- A new Managing Abusive, Persistent and/or Vexatious Customers Policy was approved by Cabinet in May 2025 which now includes the protection of Councillors in addition to Officers.
- Through its Annual Equality and Diversity Report, Members review whether there may be any indicated or apparent inequality/unfairness due to the protected characteristics of complainants. The report explains in detail the actions taken to promote equality and diversity. The gender pay gap figure reported in 2024/25 was 3.44%, compared to 3.33% in 2024/25.
- The Council holds employees to account in respect of their conduct and behaviour. Included in the Workforce Profile are figures that show there were eight grievances, two suspensions and one dismissal.
- Every employee has an annual appraisal which leads to a learning plan for the coming year.
- Due diligence is undertaken in the delivery of contracts, ensuring compliance with financial regulations and the involvement of the appropriate legal counsel.
- The General Management Team has a decision log for all delegated decisions.
- Reports have been considered at Cabinet and full Council meetings in relation to Local Government Reorganisation. There is an internal Local Government Reorganisation Implementation Group that meets fortnightly and an Officer has been appointed as the Council's Reorganisation specialist. The Council has participated in the data sharing agreement across all authorities in the area.

- Cabinet receives annual updates on the Council’s use of the Regulation of Investigatory Powers Act 2000.
- A Corporate Procurement and Commissioning Strategy, Financial Procedure Rules for Contracts and a regularly updated Contract Register have been produced which provide senior management with quarterly oversight reports on compliance in relation to the Council’s procurement, contract management and commercial activities.
- The Prevent Strategy was approved by Cabinet in May 2025. The Strategy sets out the Council’s approach to prevent those who may be drawn towards terrorism from becoming terrorists or supporting terrorism.
- The Council’s Damp and Mould Policy was amended in preparation for the introduction of Awaab’s Law and approved by Cabinet in September 2025.

#### Links to Key Supporting Policies and Procedures

*Member Code of Conduct*

*Protocol for Councillor/Officer Relationships*

*Council Complaints*

*Equality and Diversity*

*Employee Code of Conduct*

*Whistleblowing Policy*

*Complaints Policy*

*Compensation Policy*

*Annual Workforce Profile*

*Prevent Strategy*

*Damp and Mould Policy*

#### Proposed activity for the coming year:

- To improve the process of learning from complaints to aid service improvement.
- Improve transparency and assurance in relation to documentation of all delegated decisions.
- To review the Whistleblowing, Grievance, Disciplinary, Anti-Bullying and Harassment Policies.
- To review the Employee Code of Conduct.

## CORE PRINCIPLE B:

### Ensuring openness and comprehensive stakeholder engagement.

Local government is run for the public good. Organisations should therefore ensure openness in their activities.

Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders..

### Activity within Principle B in 2025/26

- There are internal working groups on which there is cross departmental representation, such the Equality Working Group, Disability Working Group, Local Government Reorganisation Implementation Group, the Senior Management Team, the Local Joint Consultative Committee which has cross-representation with Officers and Members, and the Housing Improvement Board which has cross-representation with Officers, Members and residents.
- The Council has a webpage dedicated to consultations, those carried out during the period have been the Review of Cemetery Memorials, Budget Consultation 2026/27, Local Government Reorganisation, Green Rewards Survey, Public Space Protection Orders 2025, Eastwood HSRA Designated Area, Parks and Open Spaces Consultation, Broxtowe Blue Green Infrastructure Consultation, Greater Nottingham Strategic Plan, Stapleford HRSA Design Consultation and the Household Energy Survey.
- Members are allocated £200 each to assist with the facilitation of surgeries to enhance resident engagement. This is a means by which Councillors keep in touch with local people and identify action which needs to be taken which they feed back to Officers or committees, and community meetings at which Officers provide updates on key areas of work.
- The Local Strategic Partnership is chaired by the Leader of the Council, The Health and Learning Disabilities Partnership and Children and Young Peoples Task Groups, which are multi-agency sub-groups of the partnership that deliver multi-agency action plans addressing inequalities in the Borough. The Council also has representation on the Civil Military Partnership Board, Equality and Diversity Regional Partnership, Suicide Prevention Network, East Midlands Resettlement Partnership and Asylum Dispersal Multi Agency Forum which all deliver strategies and activity to address identified issues. There is a Cost of Living Partnership Group which includes external partners and was set up to support local people to respond to cost of living pressures.
- The Greater Nottingham Strategic Plan was submitted to the Planning Inspectorate in December 2025 and is currently subject to external examination.
- The South Notts Community Safety Partnership and the Broxtowe Crime Reduction Group are mechanisms through which leaders of public and voluntary sector organisations in South Nottinghamshire co-ordinate activity and identify strategic issues which need joint action.

- The Council also has representation on the Safer Notts Board, Domestic Abuse Partnership Board, Violence Reduction Partnership, Safeguarding Adults Board, MARAC Steering Group, Prevent Delivery Group, VWAG Strategy Delivery Group, LGA Modern Slavery Network, and Drug and Alcohol Partnership, which are all sub-groups of the Safer Notts Board delivering strategies and activity to address identified threats.
- There are regular tenant-led Service review groups for Housing. The Resident Involvement Group meets monthly at different locations throughout the Borough and consults on ideas and service improvements, while the Tenants Panel, a strategic group for high-level work on policies, chaired by a resident from the Tenant Involvement Network, has quarterly workshops on specific topics. The Panel has been conducting a review of the Council's voids property processes and will present its findings to the appropriate Committee in accordance with the Council's scrutiny arrangements.
- There is a Tenant Influence Panel, two members of which sit on the Housing Improvement Board. This is a strategic group which reviews policies and overall performance. There is also a Tenants' Scrutiny Panel which conducts project-based work on particular projects. These can vary in size and are appointed as Task and Finish groups as necessary. The Council also has a Housing Complaints Panel. Informal pop-up sessions involve impromptu methods of catching ideas from residents.
- The Broxtowe Matters residents' newsletter and Email Me bulletins on various categories of interest to residents both continued to be published. The distribution of the publication of the newsletter was amended to maximise on the growth of the digital channels with increased engagement with hard-to-reach groups who are not on-line.
- Regular press releases, and publicity on Twitter (now X) and Facebook kept residents abreast of the Council's activities and matters of local relevance. The distribution of the publications was also amended to maximise on the growth of the digital channels with increased engagement with hard-to-reach groups who are not on-line.
- The Council continued to publish information across a wide range of communications channels to engage with residents, businesses and other stakeholders. This included a mix of digital and traditional channels. Funding from the communications budget is ring-fenced to specifically support communications with hard-to-reach groups.
- The Council has a comprehensive stakeholder map to ensure it is engaging with a range of people of different backgrounds, abilities and geographical areas within the Borough. It also chairs a local Disability Forum.
- In the delivery of Capital Works there is a planned maintenance programme that is shared with other areas of the Council for review and feedback. Proposals are put forward for spend and delivery of services to internal stakeholders through the General Management





Team and Cabinet while providing opportunities for residents to feed back on completed works allowing for improvements in service delivery.

- Within Asset Management there are pilot capital investment schemes which form a central point of front facing engagement processes with customers. There is regular engagement with a Modernisations group which has been developed specifically to concentrate on outcomes for Capital Works. There is a further working group which will deliver measures to approximately 200 properties in the Borough.
- A People Focused Housing Services Policy was approved by Cabinet in May 2025.
- The Hate Crime Pledge and the Public Space Protection Orders were renewed at Cabinet in February 2026. The Sanctuary Policy was approved by Cabinet in September 2025.
- A scrutiny review of Cemetery Memorials took extensive evidence from concerned members of the public before the Committee reached its conclusions and made recommendations to Cabinet.



### Links to Key Supporting Policies and Procedures

*Corporate Plan*

*The Greater Nottingham Strategic Plan*

*Statement of Community Involvement*

*Cultural Strategy*

*Community Strategy*

*Fraud Charter*

*Hate Crime Pledge*

*Managing Abusive, Persistent and/or Vexatious Customers Policy*

*People Focused Housing Services Policy*

*Statement Of Common Purpose*

### Proposed activity for the coming year:

- Refresh the Communications and Engagement Strategy
- Conduct the Climate Change Forum

## CORE PRINCIPLE C:

### Defining outcomes in terms of sustainable economic, social and environmental benefits.

The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable.

Decisions should further the organisation's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

### Activity within Principle C in 2025/26

- The Council's vision and priorities are set out in its Corporate Plan. Under the Corporate Plan there are business plans for each of the Corporate Plan priorities, these are: Housing (including Tenant Satisfaction Measures), Business Growth, Community Safety, Health, Environment, Liberty Leisure Ltd, Bereavement Services, Resources, Revenues, Benefits, and Customer Services, and ICT.
- Each Corporate Plan priority is supported by a number of strategies which inform the strategic direction of the subject area and set the framework within which annual business plan tasks and targets are set.
- Performance reporting to Cabinet focuses on Critical Service Indicators and financial information indicating variances from the expected position. This takes place on a quarterly basis.
- The Council's financial plans are based on a Medium-Term Financial Strategy which identifies future budget pressures. This is revised annually as part of the budget setting process and is kept under review throughout the financial year.



- The Council's Annual Business Strategy has four objectives. They are that the Council should be: lean and fit in its assets, systems and processes; customer focused in all its activities; commercially minded and financially viable, and; making the best use of technology.
- Detailed reports to the Overview and Scrutiny Committee are produced at the year end to highlight financial variances from the expected position. This also happens in relation to capital plan monitoring. Within quarterly financial reporting to committees there is reporting on progress on major income streams, progress on capital schemes and salaries spending.
- The Council has a Strategic Risk Register which is regularly reviewed and reported to the Governance, Audit and Standards Committee. The Committee continues to consider a further level of risk control involving a dashboard on key corporate projects.
- Progress on delivering business plan targets, tasks and achievement of outcome indicators are regularly reported to Members for scrutiny.
- The Annual Food Safety Service Plan was approved by Cabinet in July 2025 in accordance with legislation.
- The Fuel Poverty Strategy was approved by Cabinet in May 2025. The Strategy provides the governance structure to monitor activities and identifies opportunities to reduce fuel poverty.
- There has been funding for retrofit works and also environmental features on housing and new-build properties.
- A Reduction of Carbon in New Development Supplementary Planning Document was agreed by Cabinet in July 2025. The Document will contribute to the Council's environment objective of reducing carbon emissions and improving air quality.
- The Annual Air Quality Status Report was considered by Cabinet in July 2025.
- Cabinet approved a revised Asset Management Strategy in September 2025 for the next five years, looking at the more effective and efficient ways to grow the current HRA portfolio, maintain it to ensure the housing product meets both statutory requirements and the expectations of customers.
- The Council continues to hold the Annual Climate Change Forum.
- The Climate Change and Green Futures Review was approved by Cabinet in June 2025 which provided strategic direction in reducing carbon neutrality targets.
- The Blue Green Infrastructure Strategy was approved in November 2025 with its four key themes of thriving and prosperous, nature rich and beautiful, resilient and climate positive, and active and healthy.
- A Recruitment and Selection Policy was agreed by Cabinet in June 2025. The Policy will assist employment initiatives to target particular groups who may experience barriers during recruitment processes.



### Links to Key Supporting Policies and Procedures

*Green Infrastructure Policy 2015-2030*

*Greater Nottingham Strategic Plan*

*Local Plan Part 2 2018-28*

*Climate Change and Green Futures 2020-27*

*Playing Pitch Strategy 2016-28*

*EVI Strategy*

*Tree Strategy*

*Litter Strategy*

*Fuel Poverty Strategy*

*South Nottinghamshire Homelessness and Rough Sleepers Strategy 2022-27*

*Broxtowe Play Strategy 2017-25*

*Economic Development and Regeneration Strategy 2022-28*

*Revenue Budget and Medium Term Financial Strategy for 2025/26*

*Capital Strategy, Asset Management Strategy and Treasury Management and Investment Strategies*

*Customer Services Strategy 2023-2026*

*Communications and Engagement Strategy 2023-2026*

*Nottinghamshire ASB Protocol*

*White Ribbon Accreditation*

*Recruitment and Selection Policy*

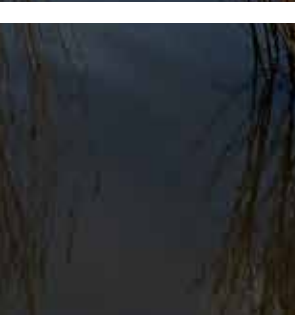
*Asset Management Strategy*

*Blue Green Infrastructure Strategy*

### Proposed activity for the coming year:

- Review the Climate Change and Green Futures Strategy.
- Review and update the Carbon Management Action Plan.
- Review the EVI Strategy.
- Refresh the Waste Strategy.
- Refresh the Play Strategy and create a supporting Pride in Parks programme covering a five-year period.
- Review of Hate Crime, Vulnerable People and Serious Organised Crime Strategies
- Development of a Substance Misuse Strategy
- Development of the Broxtowe Crime Reduction and Health and Wellbeing Action Plans
- To Develop a policy with regard to Social Value Regulations.





## CORE PRINCIPLE D:

### Determining the interventions necessary to optimise the achievement of the intended outcomes.

Local government achieves its intended outcomes by providing a mixture of legal, regulatory and practical interventions (courses of action). Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved.

They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations.

Decisions made need to be reviewed frequently to ensure that achievement of outcomes is optimised

### Activity within Principle D in 2025/26

- The Council takes time to analyse options in relation to major decisions.
- Following the submission of the Housing Regulator's Report in January 2026, work has taken place on the Council's initial response by developing action plans, reviewing compliance reporting and learning from complaints.
- The Council examines options for the future use of its assets in order to improve public value. Developments of Beeston and Stapleford Business Hubs are fully let, food and beverage outlets built by the Council supporting the new cinema use in Beeston town centre are fully let. There has been an emphasis on health and social responsibility when considering the letting of the hubs.
- There is a recently formed Housing Repairs and Asset Management Steering Group which monitors the progress of activities designed to improve service delivery.
- The Council considers the impact on customers when considering options to change patterns of service delivery – there is consultancy support to develop 'Kimberley Means Business' and extra employees have been recruited. Extra resources are in place to implement the UKSPF programme, and external consultants provided targeted support to implement the Stapleford Towns Fund projects.
- The Council is proactive in identifying threats and risks to safety and works in partnership to mitigate these. The Capital Works team regularly complete risk assessments.
- During 2025/6 the Health and Safety Team was strengthened after previously appointing to a new Head of Service position. This has improved our capacity, succession planning and resilience to severe weather events and other emergencies.
- New arrangements were implemented for health and safety compliance monitoring with the Health and Safety Sub-Committee to





commission fire risk assessments, new asbestos management reports, stock condition surveys and agreement to appoint a new data analyst.

- The recruitment of a Housing Delivery Manager will be the catalyst to work with the Local Government Association, which has provided resource support to build a team to provide further housing within the Borough.
- The Council works with outside experts as well as internal and external stakeholders to identify potential better ways of delivering services, such as via the Environmental Strategy Working Group and other external partners including both Nottingham universities. Capital Works liaises with the internal Finance and Procurement teams to procure new services and seeks procurement support in the tendering process.
- The Council regularly revises and updates its proposals to achieve savings and generate additional income. The Business Strategy was updated in preparation for the 2025/26 budget as was the Medium-Term Financial Strategy.
- The Council has regard to external events and is proactive in examining whether its arrangements respond to identified risks and threats. There has been an active and positive part in a bid to have a county deal for Nottinghamshire. The Council plays an active part in receiving asylum seekers and refugees and has in place a Refugee and Asylum Seekers Steering Group. Issues identified within Domestic Homicide Reviews and Serious Case Reviews are discussed both countywide and locally to ensure the Council's responses are appropriate.
- The Council works with outside experts as well as internal and external stakeholders to identify potentially better ways of delivering services.
- The Rent Collection team has built on previous achievements through the installation of new software, employing extra capacity and supporting tenants with financial resilience and achieved continuing downward reductions in rent arrears.
- A new Housing Complaints Officer post was agreed by Cabinet to provide continuity of Stage 1 complaints responses in the Housing Department.
- Restructures have been agreed in different sections to strengthen capacity, resilience and succession planning. These areas include Waste and Recycling, Economic Development and ICT.
- The Broxtowe Local Enterprise Agency was formed to further the aims of the Economic Development and Regeneration Strategy.
- The Contaminated Land Strategy was approved by Cabinet in July 2025. The Strategy sets out the Council's approach to assessing the risk from contaminated land in the Borough.
- The Children's Safeguarding Policy was revised and approved by Cabinet in July 2025 in accordance with legislation. The Adults Safeguarding Policy was also approved at the same meeting as was the Council's Slavery Statement.

### Links to Key Supporting Policies and Procedures

*Greater Nottingham Joint Planning Advisory Board*

*Broxtowe Local Strategic Partnership*

*Counter Terrorism Local Profile and Summary Situational Risk Assessment*

*Contaminated Land Strategy 2025-30*

### Proposed activity for the coming year:

- A key area of activity during the year will be to respond to the challenge of Local Government Reorganisation and ensure the Council responds to the requests in accordance with Central Government guidance.
- The Council will revisit its Business Strategy to ensure that any potential budget gap is reduced to a sustainable level
- The Health, Safety, Compliance and Emergency Planning Team will be strengthened to improve its capacity, and resilience to ensure statutory compliance is achieved.
- Implementation of the Renters Rights Act 2025 to improve standards in private rented accommodation.





## CORE PRINCIPLE E:

**Developing the entity's capacity including the capability of its leadership and the individuals within it.**

Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve intended outcomes within the specified periods.

A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole.

Because both individuals and the environment in which an organisation operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of individual staff members. Leadership in local government is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

### Activity within Principle E in 2025/26

- The structure and cost of service delivery is continually reviewed.
- The Council enhances its capacity, increases resilience and broadens access to skills through sharing a range of services with neighbouring authorities such as with Erewash Borough Council to run a crematorium and burials service and Erewash runs its Building Control Service, a partnership with Ashfield regarding collection of Business rates, and works in partnership with Newark & Sherwood and Ashfield on surveillance camera management. There is joint provision with Gedling and Rushcliffe around rough sleeper provision.
- There is a mutual aid agreement for specialist technical support in Environmental Health between all Nottinghamshire authorities.
- As much as identifying ways of reducing expenditure, the Council is also prepared to invest in additional capacity to respond to the changing needs of residents and customers, to enhance knowledge and insight and improve the quality and cost-effectiveness of service delivery. Furthermore, Housing Repairs vacancies have stabilised and the majority of repairs services are now delivered in-house, and the historic dependency on sub-contractors is no longer needed. As we seek to deliver an affordable Housing Delivery Programme the Team has been expanded to include posts at trainee level and interim support has been provided to meet the needs of the Homes England requirements.
- Business and financial performance is regularly scrutinised by Cabinet and committees. The Council has maintained tight financial control and good income generation during 2025/26.





- Committees consider a range of data including benchmarking data to assess the quality of Council services, the Cabinet receives information on the results of Housemark benchmarking data. The Council uses the LGINform website as a data comparison tool. External consultants also produce feedback on performance comparisons with peers, for example on the new Housing Regulation tenant standards.
- New strategies and policies were developed for employees around Foster Caring, Compassionate Leave, Neonatal Care Leave, Flexible Working, Maternity and Paternity Leave, and Redeployment and Redundancy.
- There were seven participants in the Institute of Leadership Management's Level 3 programme and also seven in the Level 5 programme, and 18 employees undertook Manager Refresher/Policy Training with the HR Manager.
- The Council uses the Modern.Gov software system to produce agendas and circulate reports prior to publication which enables increased consultation between Officers prior to publication.
- There was continued partnership with Nottinghamshire County Council to deliver a compliant and effective procurement function, including partnership training sessions for internal colleagues.
- There was successful development of Housing Delivery Apprentices, including cross over work with Capital Works Team to broaden their knowledge base.

### Liks to Key Supporting Policies and Procedures

*Organisational Development*

*Learning and Development Policy*



## CORE PRINCIPLE F:

### Managing risks and performance through robust internal control and strong public financial managements.

Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services.

Risk management and internal control are important and integral parts of a performance management system and are crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision-making activities.

A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability.

It is also essential that a culture and structure for scrutiny are in place as a key part of accountable decision-making, policymaking and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful service delivery. Importantly, this culture does not happen automatically; it requires repeated public commitment from those in authority.

### Activity within Principle F in 2025/26

- The Council integrates a risk management approach into its performance management arrangements through the development of a Risk and Compliance Action Plan, which integrates action planning arising from the need to improve governance (actions identified through the SOLACE/ CIPFA review); risk management mitigation actions identified through the Strategic Risk Register and compliance with the law, both current and future.



- The Council has a Strategic Risk Management Group that reports to the General Management Team and the Governance, Audit and Standards Committee which regularly considers and approves updates to the Strategic Risk Register.
- All key decision reports submitted to Cabinet contain a risk assessment where appropriate, which is used to update the Strategic Risk Register. All action points within business plans are required to be risk assessed.
- The Governance, Audit and Standards Committee has oversight and decision-making responsibility for determining the Internal Audit Plan; monitoring progress made with the Plan, the implementation of audit recommendations and the Strategic Risk Register.
- Members of the Governance, Audit and Standards Committee can have independent access to the Chief Audit and Control Officer, where considered to be necessary. The Chief Audit and Control Officer is satisfied that in all respects he has the necessary authority and resources to assess the Council's governance, risk and internal control environment and highlight any problems that he considers should be drawn to the attention of the Council. The results of the most recent External Quality Assessment of the effectiveness of Internal Audit were considered by the Governance, Audit and Standards Committee as part of the Annual Review in July 2025. This review was conducted by an experienced and independent assessor. The outcome of this review was positive and indicated that Council's Internal Audit service generally complies with the expectations of the Global Internal Audit Standards and the Application note: Global Internal Audit Standards in the UK Public Sector, published by the Institute of Internal Auditors (IIA) and the Chartered Institute of Public Finance and Accountancy (CIPFA) respectively ('the Standards'). This provides the Council with confidence in the assurance work that is provided by Internal Audit. Furthermore, the outcome of the review was benchmarked against other providers in both the sector and the wider industry and this showed that the team compares favourably in comparison with its peers. Whilst the review did identify a handful of recommendations, these were made in order to further improve existing arrangements rather than to correct any potential deficiencies.

- The Safety Committee and Civil Contingencies Planning Group, chaired by the Chief Executive and comprising relevant Senior Officers, considers and develops plans to mitigate risks arising in workplace and community settings, or threats from flooding, major emergency events as a tier two responder and other risks to health, safety and wellbeing.
- A corporate Business Continuity Plan seeks to mitigate the effects of a potential disruption to services so that the impact of such a disruption is minimised and services restored to an acceptable level within pre-set timescales. The Business Continuity Plan is reviewed by the Strategic Risk Management Group. Departmental business continuity plans also exist.
- The Fraud and Corruption Prevention Policy Statement states that the Council takes a zero-tolerance approach to fraud and corruption. An annual report relating to fraud and corruption prevention activity and a fraud risk assessment is submitted to the Governance, Audit and Standards Committee, the latest being in September 2025. The delivery of the action

plan helps to further strengthen the arrangements in place. Data matching exercises are regularly undertaken in conjunction with the National Fraud Initiative (NFI) through the Cabinet Office.

- A proactive approach has been undertaken by introducing the Fraud and Error Reduction Incentive Scheme (FERIS) approach and a risk-based assessment framework for benefits applications, including the Local Council Tax Support Scheme, for which the Council remains fully accountable.
- The Council is committed to establishing a strong anti-fraud/corruption culture and will take all necessary steps to prevent, detect and punish fraudulent and corrupt acts. Any indications of potential benefits fraud are forwarded to the Single Fraud Investigation Service (SFIS) for investigation.
- The Council has processes in place which help to identify and tackle fraud. An analysis of residual non-benefits related fraud investigation requirements was undertaken prior to the transfer which identified no substantial areas of immediate concern for the Council other than that which can normally be addressed as part of the work of Internal Audit.
- Chief Officers are required to prepare an annual statement of compliance with internal control, stating compliance with the law and approved policy.
- The Council has information governance arrangements in place including procedures for the safe collection, storage, use and sharing of data. A suite of online information management products has been developed and are required to be completed by employees at various levels. Comprehensive Information Management Policies are in place. An online Data Protection Act 2018 employee training product was completed by all employees.
- The Council has adopted an information management and governance structure that includes clearly defined roles and responsibilities. This ensures that all information assets have an assigned Information Asset Owner. Additionally, the Council has a dedicated Information Governance Officer who conducts an annual Senior Information Risk Owner (SIRO) audit against key Information Governance objectives, with results reported to the General Management Team.
- The Information Governance Officer has enhanced the Information Asset Register to include personal data processing activities. This provides further transparency in accordance with the Information Commissioner's recommendations.
- The Council has introduced tighter controls to reduce data breaches due to the risk of incorrect email addresses being inputted.
- The Council has increased its investment in Cyber Security to protect information assets from cyber-attacks. This includes a new storage and computing environment with immutable protection against ransomware, and the latest generation technology to secure the boundaries between the Council's network and the Internet.
- A Use of Generative AI Policy was approved by Cabinet in November 2025 and is due to be reviewed every six-months.
- An ICT Cyber Security and Surveillance Officer is responsible for the security of all information assets. This includes security patching, vulnerability scanning, and compliance controls to meet security standards. This Officer





is responsible for ensuring that physical security is in place through surveillance monitoring systems.

- There is a Corporate Information Governance Group which is comprised of Officers from across the Council which brings together governance related information from across the Authority.
- Regular quarterly reports on service performance and financial performance are produced. Areas of underperformance are highlighted and improvements recommended.
- Surveillance camera monitoring was transferred to enhanced platform to give the police greater control when communicating with officers.
- The Council welcomes external agencies to provide feedback on performance and responds positively to suggestions for improvement, the occasional use of external consultants for specific areas of focus provides an independent and expert view of the Council's current activities and potential for improvement.
- The policy review relating to the Regulation of Investigatory Powers Act 2000 is reported to Members annually. The powers have not been used since 2015.
- The Council introduced formal Construction Design Management (CDM) training via an external consultant, who will initially take the role of Principle Designer for all applicable capital works projects.
- There was an enhanced internal process between A&D and Internal Audit to provide greater scrutiny on the financial viability of all contractors, through the procurement process.

#### Links to Key Supporting Policies and Procedures

*Information Security Policy*

*Information Management Strategy*

*Data Quality Policy*

*Data Retention Policy*

*Development Policy*

*Information Classification and Handling Policy*

*Information Security Breach Policy*

*Legal Responsibilities Breach Policy*

*Freedom of Information (FOI)*

*RIPA*

*Risk Management Policy*

*Strategic Risk Register*

*Risk Management Policy*

*Strategic Risk Register*

#### Proposed activity for the coming year:

- The Council will develop early warning and checklist systems to proactively monitor fraud risk.

## CORE PRINCIPLE G:

**Implementing good practices in transparency, reporting and audit to deliver effective accountability.**

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

### Activity within Principle G in 2024/25

- The Council complies with its obligation to produce a Publication Scheme which is published on the Council's website and reviewed regularly.
- The Council publishes data in a transparent way which is accessible through the website.
- The Council reports annually on performance and financial stewardship through a newsletter which goes to every household in Broxtowe.
- A Governance, Risk and Compliance Action Plan is produced which incorporates governance improvements identified as a result of the annual governance check.
- Internal Audit and External Auditor recommendations are acted upon and reports are regularly made to the Governance, Audit and Standards Committee on progress in implementing agreed actions following an Internal Audit.
- Internal approval processes are followed ensuring there is transparency in reporting and auditing.
- The internal Audit Team re-engaged to review previous audits on both Estates and Capital Works, in order to check progress made since the last report.



#### Links to Key Supporting Policies and Procedures

*Publication Scheme*

*Transparency Code 2015*

*ICT Strategy*

*LGA Peer Review Improvement Plan*

### Proposed activity for the coming year:

- Improve the transparency and assurance process for all officer decision making under delegated powers.





# IMPROVING OUR HOUSING SERVICES

**Information about how we are improving our Housing Services as part of the judgement from the Regulator of Social Housing in January 2026.**

## Inspection of Council Housing Services

The Regulator of Social Housing (RSH) completed a thorough inspection of Broxtowe Borough Council in October 2025, in relation to the Regulator's consumer standards, which are:

### Safety and Quality Standard

Requires landlords to provide safe and good quality homes for their tenants, along with good quality landlord services

### Transparency, Influence and Accountability Standard

Requires landlords to be open with tenants and treat them with fairness and respect so they can access services, raise concerns when necessary, influence decision-making, and hold their landlord to account.

### Neighbourhood and Community Standard

Requires landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.

### Tenancy Standard

Sets requirements for the fair allocation and letting of homes, as well as requirements for how tenancies are managed by landlords.

## Rating

Following the inspection, Broxtowe Borough Council has received a C3 rating from RSH, meaning that the Council is not meeting the Regulator's requirements and must work to improve its position. This is the first time that the Council has been assessed in this way following the introduction of new regulations as part of the Social Housing (Regulation) Act 2023.

The inspection concluded that there are serious failings in two areas, which are:

- Fire safety: a lack of clarity about the length of time fire safety actions have been open, as well as a lack of evidence of mitigations in place while these actions remain outstanding.
- Diverse needs: not fully understanding the diverse needs of all our tenants, meaning the Council is unable to proactively tailor services to meet all tenants' needs, or demonstrate that tenants are receiving fair and equitable outcomes.

The inspection also identified some weaknesses, which included:

- Data quality and up-to-date information on the quality of all of our tenants' homes.
- The approach to collecting and providing performance information to tenants (which limits how tenants can scrutinise performance).



- Limited evidence of how the Council identifies and shares lessons learnt from complaints.
- The accessibility of information available for tenants reporting ASB and hate crime, and how the Council takes prompt and appropriate action.

The inspection did identify a number of positives, with RSH having assurance that the Council is:

Meeting legal requirements for completing the majority of tests and assessments in all safety and quality areas.

Delivering an effective, efficient and timely repairs and maintenance and planned improvement service for our tenants (Tenant Satisfaction Measures data for the last two years demonstrates an improvement in tenant satisfaction with repairs).

- Treating tenants and prospective tenants with fairness and respect.
- Working in partnership to deter and tackle ASB and hate incidents in the neighbourhoods in which we provide social housing.
- Meeting the tenure requirements of the Tenancy standard.

### Making Improvements

The Council's focus remains on delivering safe, high-quality homes for our residents, and we are committed to learning from the inspection and demonstrating progress. We will continue to work closely with the Regulator as we continue to implement actions within the Service Improvement Plan over the coming months. The plan focuses on a number of activities to improve service delivery, including:

- Continuing with the implementation of activity to reduce the number of outstanding actions following the completed Fire Risk Assessments.
- Continuing with the implementation of activity to fully understand the diverse needs of all our tenants so we can tailor services appropriately.
- Completing the remainder of our stock condition surveys, which will improve the quality of our data on all our tenants' homes.
- Providing more robust information to our Housing Influence Panel, which will enable tenants to better scrutinise performance.
- Implementing a better system to capture and share lessons learned from the complaints we receive to improve service delivery.
- Improving the information available for tenants reporting ASB and hate crime, to enable the Council to take prompt and appropriate action.
- Ensuring tenants are fully aware of the timescales aligned to our Damp and Mould Policy.
- Improving the visibility of reporting on analysis and associated service improvements (which includes the Tenant Satisfaction Action Plan being published for tenants online).



## Conclusion

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of senior managers within the organisation who have responsibility for the development and maintenance of the governance environment, the Chief Audit and Control Officer's annual report, and also by comments made by the external auditors and other review agencies and inspectorates, such as the LGA Peer Review and the Housing Regulator.

The operation of the Governance Framework during 2025/26 has provided the Council with assurance that proper practices are in place governing the conduct of the Council's business. Additional improvement actions have been identified through the annual review of the standard and are included in the Governance Risk and Compliance Action Plan.

Implementation of the governance-related actions specified in the attached action plan will help to ensure that the Council's governance arrangements continue to improve and be fit for purpose in accordance with the governance framework.



# Governance Risk and Compliance Action Plan 2025/26

Progress against the actions included in the Annual Governance Statement from 2025/26 is included in the following table:

Action	Progress
Review Plans and Policies for: <ul style="list-style-type: none"> <li>• Whistleblowing</li> <li>• Disciplinary Process</li> <li>• Grievance</li> <li>• Anti-Bullying and Harassment</li> <li>• Employee Code of Conduct</li> </ul>	The policies have undergone initial consultation and will be completed throughout 2026/27.
Develop or refresh strategies for: <ul style="list-style-type: none"> <li>• Blue and Green Infrastructure</li> </ul>	The Blue Green Infrastructure Strategy was approved in November 2025 with its four key themes of thriving and prosperous, nature rich and beautiful, resilient and climate positive, and active and healthy.
Develop or refresh strategies for: <ul style="list-style-type: none"> <li>• Asset Management</li> </ul>	The Asset Management Strategy was approved by Cabinet in September 2025; the Plan sits alongside the Strategy and considers the methodology for how the Council builds or acquires more housing.
Develop or refresh strategies for: <ul style="list-style-type: none"> <li>• Substance Misuse</li> </ul>	The Substance Misuse Policy was delayed due to the relevant post being vacant for nine months. The Policy is now scheduled to be complete by December 2026.
Greater Nottingham Strategic Plan review.	The Greater Nottingham Strategic Plan was submitted to the Planning Inspectorate in December 2025 and is currently subject to external examination..
Review the Business Strategy for the Council and the MTFS to reduce the budget gap.	The Council reviewed its Medium-Term Financial Strategy (MTFS) and subsequently refreshed its Business Strategy in November 2025. The Business Strategy identified the actions required to reduce costs, generate additional income and/or improve services in order to meet the financial challenges faced by the Council and to mitigate against any budget risks.

Action	Progress
Participate in the process for Local Government Reorganisation (LGR) as required by the Government.	The Council has worked with all potential proposals for Local Government Reorganisation where support has been requested.
Develop and implement a checklist for fraud risks to identify potential and early warning signs of fraud and plans to mitigate risks.	The checklist process was established in August 2025 and is reviewed annually thereafter.
Improve assurance arrangements for contract management.	The Council now participates in a county-wide Contract Management Group with regular training provided to relevant managers.



# Draft Annual Governance Statement

## The Council's Governance Arrangements

### Corporate Values

The Council's governance arrangements are reflected in our corporate values which are:

- Integrity and professional competence
- A strong caring focus on the needs of communities
- Continuous improvement and delivering value for money
- Valuing employees and enabling the active involvement of everyone
- Innovation and readiness for change.

### Competency Framework and Employee Performance Appraisal

These values are consistent with the SOLACE/CIPFA governance code and act as the basis for the Council's competency framework and the assessment of individual employee performance appraisal.

### The Constitution, Standing Orders and Delegated Authority

The Council's Constitution sets out the roles of Members and Officers and the terms of reference of the Council's Cabinet and Committees. Officers' delegated powers to take decisions are set out in this document, as are the protocols and codes of conduct regulating the way employees and Members should behave and relate to each other, and how debate is conducted at Council meetings. Limits of financial expenditure are set out in standing orders and in standing orders relating to contracts.

The main checks and balances on the respective power of Officers and Members is summarised in the table below. The table provides some of the key ways in which Officers and Members are held accountable to local residents.

Officer checks/ balances	Member checks/ balances	Accountability to residents
<ul style="list-style-type: none"> <li>• Officer delegations within Constitution</li> <li>• Pay Policy underpinned by Job evaluation policy</li> <li>• Disciplinary Policies</li> <li>• Employee Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Elections</li> <li>• Independent Remuneration Panel</li> <li>• Members Allowances scheme</li> <li>• Governance Audit and Standards Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Broxtowe Matters Annual Report</li> <li>• Public Questions at Council Meetings</li> <li>• Petitions at Council Meetings</li> <li>• Community Trigger for Anti-social Behaviour</li> </ul>





Officer checks/ balances	Member checks/ balances	Accountability to residents
<ul style="list-style-type: none"> <li>• Statutory Officers (Chief Executive head of paid service; deputy chief executive section 151 Officers; Monitoring Officer); Chief Information Officer-Executive Director</li> <li>• Financial standing orders within Constitution</li> <li>• Contract standing orders within Constitution</li> <li>• Fraud Prevention Policy</li> <li>• Treasury Management policy</li> <li>• Business Continuity Plans</li> <li>• Whistleblowing Policy</li> <li>• Strategic Risk Register</li> <li>• Risk Management Policy</li> <li>• Health &amp; Safety Policy; Procedures; Health &amp; Safety Group</li> <li>• Information Management Arrangements</li> <li>• Employee engagement exercises</li> <li>• Complaints and compliments procedure</li> <li>• Licensing and Appeals Committee (employment and grievance appeals)</li> <li>• Statement of Internal Control (SIC)</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Officers (Chief Executive head of paid service; deputy chief executive section 151 Officers; Monitoring Officer); Chief Information Officer-Executive Director</li> <li>• Questions to Members at Council meetings</li> <li>• Member Code of Conduct</li> <li>• Reports at Council by Members of Outside Bodies at Council meetings</li> <li>• Ward Member reports at Council meetings</li> <li>• Public Consultations</li> <li>• Register of Members Interests</li> <li>• Declaration of interests at all meetings</li> <li>• Protocol for Councillor/ Officer Relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Communications Strategy 2023-26</li> <li>• Publication Scheme</li> <li>• Open Data</li> <li>• Transparency framework</li> <li>• Publication of Committee decisions</li> <li>• Tenant and Leaseholder Matters</li> <li>• Broxtowe Parks Standard</li> <li>• Public satisfaction surveys</li> <li>• External audit annual letter to Governance, Audit &amp; Standards Committee</li> <li>• Internal and external audit progress reports at Governance, Audit &amp; Standards Committee</li> <li>• Periodic external inspections e.g. EFLG/ IIP/IIE/LGA</li> <li>• Peer review</li> <li>• Benchmarking through APSE/CIPFA/ SOCITIM/ Housemark</li> <li>• Finance Data online</li> <li>• Licensing and Appeals Committee (Taxi, alcohol, licensing matters)</li> <li>• Commenting on Planning applications and speaking to Planning Committee</li> </ul>

# Corporate Plan and Business Plans

The Council's Corporate Plan sets out the Council's Vision and Priorities. The vision is "Broxtowe- a greener, safer healthier place where everyone prospers".

The priorities are succinctly expressed:

**Housing:** A good quality home for everyone

**Environment:** Protect the environment for the future

**Business Growth:** Invest in our towns and our people

**Leisure and Health:** Healthy and supported communities

**Community Safety:** A safe place for everyone

**Communities and Engagement:** Improve the way in which we listen to and engage with residents

## Strategy and Policy Framework

Within each priority area, a range of strategies and policies are devised to guide the decision making of Officers and members. These are approved by Cabinet or the respective committees apart from those which are reserved for full Council for determination.

<b>The Council</b>	<ul style="list-style-type: none"> <li>• Consists of 44 Elected Members.</li> <li>• Approves the budget and policy framework including setting the Council Tax.</li> <li>• Approves the Constitution (including Standing Orders and Financial Regulations).</li> <li>• Establishes Committees to discharge non-executive functions.</li> </ul>
<b>Cabinet</b>	<ul style="list-style-type: none"> <li>• The main decision-making body of the Council responsible for executive functions.</li> <li>• Leader of the Council appointed by the Council with responsibility for executive functions and who appoints a Deputy Leader and Cabinet Members with responsibility for particular portfolios.</li> </ul>
<b>Governance, Audit and Standards Committee</b>	<ul style="list-style-type: none"> <li>• Provides independent assurance to the Council on the adequacy and effectiveness of the governance arrangements, risk management framework and internal control environment.</li> <li>• Approves the Annual Statement of Accounts and the Annual Governance Statement.</li> </ul>
<b>Scrutiny Committee</b>	<ul style="list-style-type: none"> <li>• The Council has an Overview and Scrutiny Committee which has the ability to appoint Task and Finish Groups.</li> <li>• The Committee holds Cabinet and Officers to account and scrutinises performance.</li> </ul>

<b>Head of Paid Service</b>	<ul style="list-style-type: none"> <li>• Overall corporate management and operational responsibility for the Council, including overall management for responsibility for all employees</li> <li>• The provision of professional advice to all parties in the decision-making process and, representing the Council on partnerships and outside bodies</li> <li>• The Head of Paid Service will determine how the Council's functions are discharged, the number and grade of Officers required to discharge the functions and how Officers are organised.</li> </ul>
<b>Chief Finance Officer (s151)</b>	<ul style="list-style-type: none"> <li>• Accountable for developing and maintaining the Council's governance, risks and control framework.</li> <li>• Ensuring lawfulness and financial prudence of decision-making and the administration of financial affairs.</li> <li>• Providing advice to all Councillors on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues, and will support and advise Councillors and Officers in their respective roles.</li> <li>• Contributes to the effective corporate management and governance of the Council.</li> </ul>
<b>Monitoring Officer</b>	<ul style="list-style-type: none"> <li>• Monitoring, reviewing and maintaining the Constitution.</li> <li>• Ensuring lawfulness and fairness of decision-making.</li> <li>• Supporting the Standards processes.</li> <li>• Contributes to the effective corporate management and governance of the Council.</li> </ul>
<b>Chief Audit and Control Officer</b>	<ul style="list-style-type: none"> <li>• Provides independent assurance and opinion on the adequacy and effectiveness of the Council's risk management and control framework.</li> <li>• Through the internal audit service delivers an annual programme of risk based activity, including counter fraud and investigation activity and makes recommendations for the improvement in the management of risk and control.</li> </ul>
<b>General Management Team</b>	<ul style="list-style-type: none"> <li>• Implements the policy and budgetary framework set by the Council and provides advice to Cabinet and the Council on the development of future policy and budgetary issues.</li> <li>• Oversees the delivery of the Council's Corporate Plan and implementation of Council policy.</li> </ul>
<b>Assistant Directors/ Heads of Service</b>	<ul style="list-style-type: none"> <li>• Responsible for developing, maintaining and implementing the Council's governance, risk and control framework</li> <li>• Contribute to the effective corporate management and governance of the Council</li> </ul>

Two joint committees exist – the Economic Prosperity Committee, which consists of the Leaders of all Councils in Nottinghamshire to consider countywide development matters; and the Bramcote Bereavement Service Joint Committee which oversees the operation of Bramcote Crematorium, which is jointly owned with Erewash Borough Council.

Two internal committees recommend changes to employee and Member conditions – the Local Joint Consultative Committee which considers employee-related matters before making recommendations to Cabinet, and the Independent Remuneration Panel, which considers matters relating to the remuneration of Members before making recommendations to Council. The Independent Remuneration Panel reviewed Members' Allowances in January 2025 and decided to recommend an increase in the allowance in-line with the employee pay award, in addition to an increase in the basic Members' allowance of £600 in order to bring Broxtowe Borough Council Members' allowances more closely in line with the next lowest allowances in Nottinghamshire. Full Council received the report of the Panel's findings on 4 March 2025 and accepted the recommendation.

Delegation arrangements to Officers are set out in detail within the Constitution. In order to ensure that decisions are made in compliance with the law and approved policy, Chief Officers are charged with responsibility for the operation of controls within their areas of responsibility and for statutory functions, as necessary. They make an annual declaration of compliance through the annual statement of internal control.

Regular meetings take place between relevant Senior Officers and Members of the Council to discuss and propose policy.

The Constitution also includes sections on the conduct of meetings, Financial Regulations, Financial Regulations (Contracts) and Codes of Conduct for Members and Officers.

The Council established a wholly owned leisure services company, Liberty Leisure Limited, from October 2016. These arrangements have delivered cost reductions and increased income through the company operating as a commercial entity and opportunities to better fulfil the Council's aims through increased flexibility in day-to-day operations.

Full control of the company is maintained by the Council through the governance arrangements that are in place, with the Advisory Shareholder Sub-Committee maintaining oversight of the company.

## Strategies, Policies and Business Plans

The Council has a suite of strategies, policies and business plans which mirror its corporate priority themes and ensures that service delivery follows a clearly set out, politically approved and strategically-led approach.





---

## Electoral Arrangements

Elections for Nottinghamshire County were held during 2025/26 in addition to a by-election for the Stapleford South-East Ward. The Council operates an 'all out' system of elections every four years.

## Statutory Officers

The Council's Statutory Officers are the Chief Executive (as the 'Head of Paid Service'), the Deputy Chief Executive (as the 'Section 151 Officer') and the Monitoring Officer. All three Officers are members of the General Management Team and have the authority to place reports in front of an appropriate Member body where an aspect of concern and within their statutory remit comes to their attention.

In particular, they are responsible for ensuring that the Council acts within the law and in accordance with established policies and procedures. The Section 151 Officer is specifically responsible for the proper discharge of financial arrangements and must advise the Council where any proposal might be unlawful or where expenditure is likely to exceed resources.

Regular discussions are held at weekly meetings of the General Management Team about issues where governance is of concern and periodically a specific discussion takes place to identify areas of concern on the horizon, whether these may arise from things such as legislative changes, changing service demands, political matters or financial problems, a risk assessment that has been undertaken and/or any changes in the risk environment in which the Council is operating, and matters to be reported to future Committees.

The Deputy Chief Executive is the appointed Section 151 Officer and is a key member of the General Management Team. Being part of the General Management Team, together with meeting with leading Members and attending full Council, Cabinet and other appropriate Committees, as required, ensures that the Section 151 Officer can provide corporate financial advice to the Council at the appropriate level and that financial implications and risks are properly taken into account.

All reports to decision-making Committees incorporate a statement on financial implications where appropriate which are subject to review by the Section 151 Officer and the Assistant Director of Finance Services. As such, the Council's financial arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016).

The Monitoring Officer also attends the General Management Team. Part of their responsibilities include ensuring that any

legislative changes are known about and implemented as appropriate, together with monitoring that the Council does not act unlawfully.

Chief Officers are responsible for ensuring that legislation and policy relating to service delivery and health and safety are implemented in practice. Each Chief Officer signs a Statement of Internal Control to acknowledge responsibility in maintaining and operating functions in accordance with the Council's procedures and practices that uphold the internal control and assurance framework

## Internal Audit

The Chief Audit and Control Officer is the Council's designated 'Head of Internal Audit' and is under the management of the Interim Deputy Chief Executive. Whilst the Chief Audit and Control Officer is not a member of the General Management Team, in all other respects the role is in accordance with guidance as laid down in the Standards and the CIPFA Statement on the Role of the Head of Internal Audit, including their attendance at the Governance, Audit and Standards Committee and presenting reports in their own name.

The Chief Audit and Control Officer is responsible for the review of the systems of internal control and for giving an opinion on both the corporate and service-specific standards in place. As reported to the Governance, Audit and Standards Committee, he has undertaken such a review and concluded that, in his opinion, "the current internal control environment is satisfactory such as to maintain the adequacy of the governance framework".

The Internal Audit Charter covers all activities of the Council at a level and frequency determined using a risk management methodology. The approach is designed to be risk-based so that it can focus resources on the key areas of risk facing the Council.

In advance of each financial year the Governance, Audit and Standards Committee is responsible for approving the Internal Audit Plan that governs each year's activity. Upon completion of each audit assignment, a report is produced for management with agreed actions for improvement. Regular progress reports on Internal Audit activity are submitted to the Governance, Audit and Standards Committee for consideration. This Committee can request further reviews to be undertaken and can request other Committees further investigate matters arising from any activities within their remit.



## External Audit

The external auditor reviews the Council's arrangements for:

- Preparing accounts in compliance with statutory and other relevant requirements.
- Ensuring the proper conduct of financial affairs and monitoring their adequacy and effectiveness in practice.
- Securing economy, efficiency and effectiveness. .

The external auditor gives their opinion on the Council's accounts and whether or not proper arrangements exist to secure value for money. The Council continues to examine the use of its financial systems to help produce information for financial management, the capacity of the Finance Services teams and the financial reporting processes used to advise Members during the course of the year.



## Fraud and Corruption

The Department of Work and Pensions established a Single Fraud Investigation Service (SFIS) to manage benefit fraud investigation on a national basis. Officers employed by the Council to investigate benefit fraud transferred to SFIS in November 2015.

The Chief Audit and Control Officer is the central contact for non-benefit fraud allegations. The role of Internal Audit has been extended to act as a co-ordinating and investigating service for all non-benefit related fraud and corruption reports and to manage the Council's response to such reports.



## Partnerships

The Governance, Audit and Standards Committee has the responsibility to examine further procurement and collaborative working opportunities with the private sector and other local authorities. Cabinet has included in its remit the power to direct the work of any delivery vehicles established to deliver services within their remit. This may include partnership arrangements, including those with the voluntary and community sector. Where grants are provided to voluntary sector organisations, conditions are applied regarding the reporting of the activities of the grant-receiving body and its financial standing. In particular, where grant funding exceeds a given value, a Service Level Agreement (SLA) may be used to gain assurance over the use of funds.

# Significant Governance Issues – Action Plans

We propose over the coming year to take steps to address the matters listed as “opportunities for improvement” to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review..

Actions	Link to Core Principle/Officer Responsible	Date
Review Plans and Policies for: <ul style="list-style-type: none"> <li>Whistleblowing</li> <li>Disciplinary Process</li> <li>Grievance</li> <li>Anti-Bullying and Harassment</li> <li>Employee Code of Conduct</li> </ul>	Core Principle A Interim Chief Executive	March 2027
Local Government Reorganisation <ul style="list-style-type: none"> <li>Work with organisations to develop a seamless transition following the anticipated decision</li> </ul>	Interim Chief Executive/Assistant Director of Revenues, Benefits and Customer Services	Summer 2026
<ul style="list-style-type: none"> <li>Conduct the Climate Change Forum</li> </ul>	<b>Core Principle B</b> Interim Chief Executive/Assistant Director of Environment	March 2027
Develop or refresh strategies for: <ul style="list-style-type: none"> <li>Social Value Regulations</li> </ul>	<b>Core Principle C</b> Interim Deputy Chief Executive/Assistant Director – Asset Management	March 2027
Develop or refresh strategies for: <ul style="list-style-type: none"> <li>Substance Misuse Strategy</li> <li>Vulnerable Person Policy</li> <li>Serious Organised Crime Strategy</li> <li>Modern Slavery Statement</li> <li>Health and Wellbeing Action Plan</li> <li>Crime Reduction Action Plan</li> <li>Hate Crime Strategy</li> </ul>	<b>Core Principle B</b> Chief Executive/Assistant Director - Environment	December 2026
Greater Nottingham Strategic Plan review	<b>Core Principle B, C</b> Chief Executive/Assistant Director of Environment	March 2027

Actions	Link to Core Principle/Officer Responsible	Date
Review the Medium Term Financial Strategy (MTFS) and refresh the Business Strategy to ensure that any potential budget gap is managed at a sustainable level” with a target date of November 2026	<b>Core Principle B, D</b> Chief Executive	November 2026
Implementation of the Renters Rights Act 2025 to improve standards in private rented accommodation	Head of Environmental Health, Licensing and Private Sector Housing	March 2027
Participate in the process for Local Government Reorganisation as required by the Government	<b>Core Principle B, D</b> Interim Chief Executive/Assistant Director – Revenues, Benefits and Customer Services	Ongoing
Develop and implement a council-wide corporate compliance committee to identify areas of risk within our operational performance.	<b>Core Principle F</b> Head of Health, Safety, Compliance and Emergency Planning	March 2027
Ensure there are transparent decision logs for all delegated decisions.	<b>Core Principle G</b> Monitoring Officer/Head of Democratic Services and Deputy Monitoring Officer	March 2027



Z Darr  
Chief Executive  
Broxtowe Borough Council



Councillor  
M Radulovic MBE  
Leader of the Council  
Broxtowe Borough Council



Sign up for the latest news, events, updates and more, all direct to your inbox by subscribing to our Email Me Service at [www.broxtowe.gov.uk/emailme](http://www.broxtowe.gov.uk/emailme)

Follow Broxtowe with social media  
[www.broxtowe.gov.uk/socialmedia](http://www.broxtowe.gov.uk/socialmedia)



**Broxtowe Borough Council**  
Foster Avenue, Beeston,  
Nottingham, NG9 1AB  
Tel: 0115 917 7777  
[www.broxtowe.gov.uk](http://www.broxtowe.gov.uk)



**Broxtowe  
Borough  
COUNCIL**