



Broxtowe
Borough
COUNCIL

CORPORATE PLAN

2020 - 2024



A greener, safer, healthier Broxtowe
where everyone prospers



Colliers Wood
Photograph by Sandra Bailey local resident



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Councillor
Milan Radulovic MBE,
Leader of the Council



Councillor
Steve Carr,
Deputy Leader of the
Council



Ruth Hyde OBE,
Chief Executive

Introduction

Following the election of a new Council in May 2019, we embarked on a Borough-wide conversation with local people, local groups, employees and businesses to find out what people in our area thought it would be important for us to focus on in the next four-year Council term.

As part of this, we tested out some ideas. These ideas were resoundingly endorsed through the responses we received. In addition, we were delighted by the number of practical ideas that were put forward for consideration. More detail about the “Let’s Talk Broxtowe” consultation is included on page 3. We would like to thank everyone who took the time to fill in a survey or come in person to a roadshow event.

What was clear was that local people are passionate about their Borough – and, most importantly, want to get involved in protecting, improving and enhancing the area. For that reason we’ve taken care to feedback to you some of the ways in which we have taken your ideas on board, as well as what you can do to help us achieve our ambitions for Broxtowe.





Our promise to you

Accountability

We believe that we should be accountable for our activities and actions and a comprehensive governance system is in place to ensure that the Council is effectively regulated, conforms to good practice in its decision making and that our residents can challenge us and become engaged in democracy. You can find full details of our checks and balances at www.broxtowe.gov.uk/governance.

You can also read more details about how our objectives will be achieved and how we will measure progress by looking at our business plans at www.broxtowe.gov.uk/strategies.

If you would like to make a comment, complaint or compliment about a Council

service we would be happy to hear from you. Visit www.broxtowe.gov.uk/consultationsandfeedback for more information.

Customer Service Standards

What our customers can expect

- A clear greeting explaining the department they have called and who they are talking to.
- Calls returned within one working day.
- A telephone interpreting service for people with disabilities or those who speak other languages.
- Clear written communications which follows our 'Communications For All Principles'.
- Accessible services.

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

What we expect from customers

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

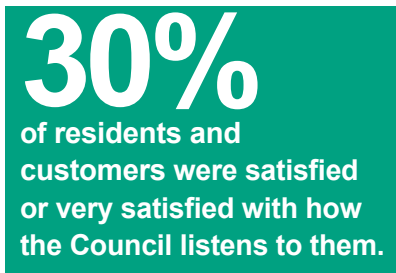
Developing the plan

We were keen to have a discussion with local people about what they thought was important and what we should focus our efforts and resources on in the coming years.

A total of 527 surveys were completed. Of those, 304 were online and 223 were paper forms completed by people in our Reception or at one of our roadshow events.

These roadshows took place in five different locations in the Borough to engage directly with members of the public.

There were also five employee roadshows and the ideas generated were fed into the process.



Most local people were supportive of our five priorities - Housing, Business Growth, Environment, Health and Community Safety.

“
You give me a roof over my head, the employees I have dealings with are always lovely and helpful
”



The three ideas which received the most support were:

1
Reduce anti-social behaviour (92%)



2
Support people to live well with dementia and support those who are lonely or have mental health issues (91%)



3
Increase recycling and composting (90%)



The most preferred way to **save money** was to **generate income from commercial activity**. The least preferred way was providing fewer Council services.

If you would like to read more about the **“Let’s Talk Broxtowe”** consultation, visit [www.broxtowe.gov.uk/corporate plan](http://www.broxtowe.gov.uk/corporate-plan)



“
Improvements to the parks have made a big difference to me and my children.
”

Our achievements



Here are some of the things we have achieved during our last Corporate Plan 2016 -2020

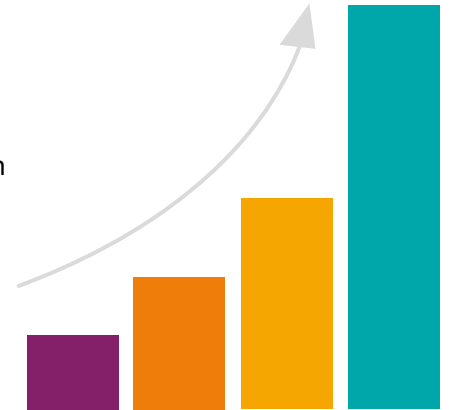
Housing

Increase the rate of house building on brownfield sites.

496 new homes built on brownfield sites since 2016, with planning permission granted for a further **1,321**.

Become an excellent housing provider.

Average tenant satisfaction on **93%** exceeding our targets and placing us in the upper quartile for House Mark. **Award** won for our Warmer Homes on Prescription Scheme.



Improve the quality and availability of private sector stock to meet local housing need.

£1.64 million spent on improving the homes of people with disabilities and 126 empty homes brought back in to use.

Community Safety

Reduce the amount of anti-social behaviour in Broxtowe.

4 Public Space Protection Orders to prevent vehicle nuisances, public access and irresponsible dog owners. Over 100 Community Protection Warnings and Notices have helped reduce anti-social behaviour, along with actions such as re-possession of properties and injunctions.

Reduce domestic violence in Broxtowe.

Accredited as part of the White Ribbon Campaign and facilitated free legal advice surgeries for victims of domestic violence and training about dealing with domestic abuse.

The White Ribbon campaign aims to end male violence against women, once and for all by working with men and boys to challenge cultures that lead to harassment, abuse and violence. The Council also raises awareness of domestic violence against men.




Health

Increase the number of people who have active lifestyles.

4,990,460 visits to our Leisure Centres, and **3,470** children currently booked on to swimming lessons as part of our leisure company, LLeisure. Bramcote Leisure Centre is the largest single site swim school in the East Midlands.

Reduce alcohol related harm in Broxtowe.

6 Public Space Protection Orders to prohibit alcohol fuelled anti-social behaviour and training sessions held to raise awareness of substance misuse.



Business Growth

Increase the number of new businesses starting in Broxtowe.

130 more businesses in Broxtowe than in 2016, as well as a new business start-up grant scheme and business hub.

Help our town centres to compete and attract more visitors.

29 businesses have received a free business health check to help them grow and free WiFi has been agreed to be installed in 3 of our town centres.



Purchased the leasehold interest of Beeston Square in a **£7 million** deal, this brought in approximately **£650,000 of rental income** in 2017/18.

Developed a **£30 million** deal for mixed use and residential scheme for the remainder of The Square including food and drink outlets and secured a new cinema for the site.



Complete the regeneration of Beeston Town Centre and seek opportunities to regenerate town centres throughout Broxtowe.



Work with partners to improve the health of the local population.

18 takeaways signed up to the Healthy Options Takeaway Scheme, new clinics opened to help residents improve their health including stopping smoking and weight management and a Mental Health Working Group has been established.



Environment

Reducing litter and fly tipping to make Broxtowe cleaner.

10% decrease in fly tipping incidents, bucking local trends and launched our Clean and Green campaign which has seen **1,000** residents join Community Clean Teams so far.

Increase recycling, composting and energy renewables/efficiency projects as resources allow.

Over 19,600 residents recycling their garden waste and over **32,000** litres less diesel used by our refuse vehicles.



Maintain and improve the green infrastructure of Broxtowe.

91% of parks now meet our Broxtowe Parks Standard, with plans to improve other sites as part of our £500,000 Pride in Parks scheme – together with external funding, over £783,000 will be invested.

Challenges

These are some of the challenges we need to address. This sets some context for the choices which we need to make about where effort should be focused in the next four years.

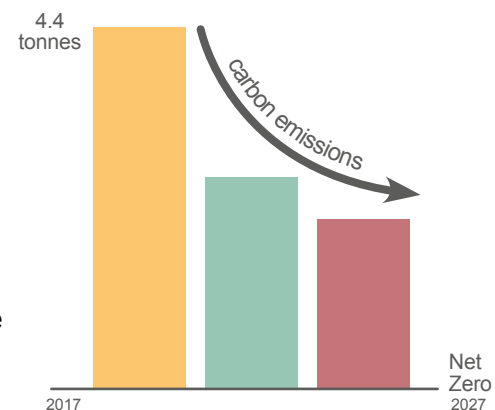
Housing

- There is a backlog of house building delivery which is required to meet the identified housing need in Broxtowe over the next 28 years.
- There are **over 1,990 people** on our housing waiting list and on average it takes six months for a family in Band 1 (top priority) housing need to be housed in a Council property.



Environment

- We have committed to the task of reducing the Borough's carbon emissions to net zero by 2027.
- Our recycling and composting levels are **39%**, which is in the third quartile of performance.

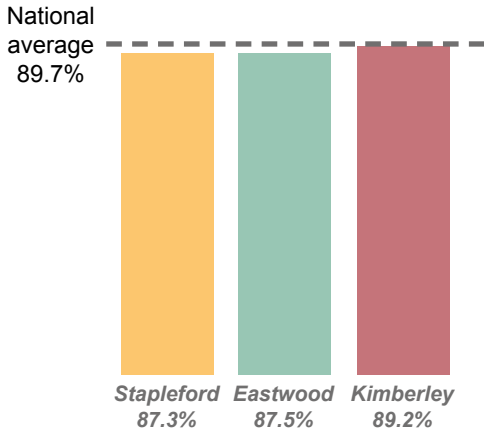


Community Safety

- Violence is a concern in Broxtowe, particularly knife crime and domestic violence. Encouragingly, knife crime in Nottinghamshire is beginning to decrease 8.7% in the 12 months to the end of September 2019, but we need to put continuing emphasis on partnership action to achieve better outcomes.
- Anti-social behaviour includes noise, litter, dog fouling, vandalism and criminal damage, drug taking, verbal abuse and intimidation and effects quality of life.



Business Growth

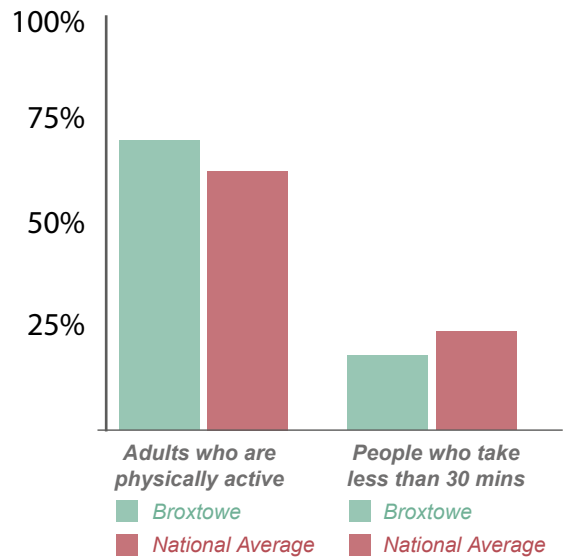


- Town centres are changing fast. Three of our town centres have occupancy rates below the **national average (89.7%)**. These are **Stapleford (87.3%)**, **Eastwood (87.5%)** and **Kimberley (89.2%)**.
- Broxtowe is a social mobility “cold spot”, ranking 284 out of 324 districts. Social mobility is defined by the educational achievement of those from the poorest backgrounds and outcomes for adults including average income, availability of professional jobs and affordable housing.

Health

- Child poverty rates in Broxtowe vary considerably, but they are worst in Eastwood St Mary’s where they are as much as **34% for children under 16**.

- According to the Sport England “Active Lives” survey Broxtowe has high levels of adults who are physically active at **70.5% compared with a national figure of 63.2%**. There are also relatively low levels of people who take **less than 30 mins** of exercise a week (**18.4%**) compared with a **national figure of 24.8%**. However, if as a Borough we want to stay at the forefront of supporting people to keep active and independent, we must aim to continually improve activity rates, particularly in groups which are less likely to be included.



Challenges We Face

Funding

The Council has seen a **£2.1 million** reduction in the funding it receives from Government and no longer receives a revenue support grant. There is a funding gap of around **£1.1 million** funding for 2020/21.



Our vision



*A greener, safer, healthier Broxtowe
where everyone prospers*

Our Values

Having a set of values determines how people in the organisation behave towards our residents, customers, business and towards each other.

Our employees are at the heart of the Council, living out our GREAT values and doing fantastic work every day to help us achieve this vision.



G R A T



Going the extra mile

a strong caring focus on the needs of all communities

Ready for change

innovation and readiness for change

EMPLOYEES

valuing employees and enabling the active involvement of everyone

Always Improving

continuous improvement and delivering value for money

Transparent

integrity and professional competency



Priorities and Objectives

Incorporating “Let’s Talk Broxtowe” consultation responses, we have decided that our priorities for the next four years will be:



Housing

A good quality home for everyone



Health

Support people to live well



Environment

Protect the environment for the future



Business Growth

Invest in our towns and our people



Community Safety

A safe place for everyone



Priorities and Objectives

This section of the plan outlines how we will achieve our priorities and objectives and how we will measure our progress. We also highlight the ideas you gave us which we are including in our plans.



AIM: *A good quality home for everyone*

HOW WE WILL ACHIEVE THIS

- 1 **Build more houses**, more quickly on under used or derelict land.
- 2 Invest to ensure our homes are **safe** and more **energy efficient**.
- 3 **Prevent homelessness** and help people to be financially secure and independent.

IN THE FIRST YEAR WE WILL . . .

- 1 Implement our **House Building Delivery Plan**.
- 2 Produce and implement an **Asset Management Plan** for our housing stock based on the findings of a stock condition survey.
- 3 Secure **more accommodation for homeless** people in Broxtowe.
- 4 **Prevent homelessness** through advice on housing options as well as partnerships and innovation.



WE'LL MEASURE AGAINST THESE TARGETS

Year 1	Year 4
<ul style="list-style-type: none"> • 23 new housing units delivered through our own new build programme. • 430 new homes completed in Broxtowe. 	<ul style="list-style-type: none"> • 92 housing units delivered through our own House Building Delivery Plan. • Catch up the back log of housing under-provision to bring them back in line with Core Strategy targets.
<ul style="list-style-type: none"> • Identify a baseline figure for CO₂ emissions through out our housing stock. • Reduce carbon emissions in a housing sock to at least 300 tonnes of CO₂. 	<ul style="list-style-type: none"> • We will implement the target set in our new Carbon Management Plan for carbon emissions reduction within housing stock.
<ul style="list-style-type: none"> • Numbers of homeless people whose homelessness is prevented by us. • Numbers of homeless people not able to be housed in Broxtowe. 	<ul style="list-style-type: none"> • In the top 25% of authorities nationally for homeless prevention performance. • Numbers of homeless people having to be placed out of area.

YOUR IDEAS

You said	We will do
Can accommodation above shops be brought back to use.	We are proposing to do this in Stapleford as part of the Town Investment Plan for the area.
More shared housing for younger people.	We will be looking to incorporate this within our new House Building Delivery Plan through a community living network initiative.
Introduce better controls for houses in multiple occupation.	We are collecting evidence and will present reports to Councillors.



Business Growth

AIM: *Invest in our towns and our people*

HOW WE WILL ACHIEVE THIS

- 1 Complete the **redevelopment of Beeston Town centre**.
- 2 Undertake **town investment schemes** in Eastwood, Kimberley and Stapleford.
- 3 Support **skills development**, apprenticeships, training opportunities and wellbeing in our workforce.

IN THE FIRST YEAR WE WILL ...

- 1 Complete a **cinema** build in Beeston.
Sell land for residential development in Beeston Square.
Secure a **minimum of two tenants** for new food and beverage outlets in Beeston Square.
- 2 Develop and start to implement a **Town Investment Plan for Stapleford**.
Develop and start to implement a **Town Investment Plan for Eastwood**.
Develop and start to implement a **Town Investment Plan for Kimberley**.
- 3 Produce an **Organisational Development Strategy** for our workforce.
Achieve **bronze accreditation** under the Wellbeing at Work Programme.



WE'LL MEASURE AGAINST THESE TARGETS

Year 1	Year 4
<ul style="list-style-type: none"> • Cinema built. • Residential land sold. • Minimum of two tenants secured for food and beverage outlets at Beeston Square. 	<ul style="list-style-type: none"> • New development completed. • Beeston town centre project in operation, in line with projected business case outcomes. • Fully occupied
<ul style="list-style-type: none"> • Town Investment Plan for Stapleford developed. Extensive consultation with the community and bid submitted as part of the £25million Town Deal Fund. • Town Investment Plan for Eastwood developed, through extensive consultation with the community. • Town Investment Plan for Kimberley commenced and extensive consultation with community started. 	<ul style="list-style-type: none"> • External funding secured for Stapleford, Eastwood, Kimberley. • 100% projects in each Town Investment Plan delivered. • Definable outcomes in terms of jobs. • Town centre vacancy rates all below the national average.
<ul style="list-style-type: none"> • Establish and employee satisfaction baseline. • Number of apprentices employed. • Achieve bronze accreditation under the Wellbeing At Work programme. 	<ul style="list-style-type: none"> • We will increase employee satisfaction by 10% over baseline. • We will increase employee skills. • We will increase number of apprentices employed by the Council and through its contractors. • We will achieve gold accreditation under the Wellbeing At Work programme.

YOUR IDEAS

You said	We will do
Train people now for professional jobs linked to HS2.	We will implement this in partnership with other agencies.
Improve the A610 corridor.	We will develop plans and proposals and seek funding for this.
Introduce a programme to help older carers to get back to work.	Agreed. We will implement this.
Develop more business units.	Agreed. We will implement this.
Develop pop-up shops in empty shops.	Agreed. We will implement this on a pilot basis.
Consider introducing pet cremations.	We will investigate this possibility.
Introduce a Sunday antiques and bric-a-brac market.	Agreed. We will implement this.
Join the Co-operative Councils Innovation Network to get new ideas.	Agreed. We will implement this.

Priorities and Objectives



Environment

AIM: *Protect the environment for the future*

HOW WE WILL ACHIEVE THIS

- 1 Develop plans to **reduce the Borough’s carbon emissions to net zero** by 2027 and start implementing them.
- 2 Invest in our **parks and open spaces**.
- 3 Increase **recycling and composting**.



IN THE FIRST YEAR WE WILL . . .

- 1 Develop a new **Carbon Reduction Strategy, Green Futures programme** and **Air Quality Strategy**.
- 2 Develop and implement a new **Pride in Parks** programme, including plans to create a **new country park or nature reserve** in Broxtowe.
- 3 Develop a new **Waste and Recycling Strategy** and action plan.

Increase recycling and composting rates.



WE'LL MEASURE AGAINST THESE TARGETS



Year 1	Year 4
<ul style="list-style-type: none"> Identify a new baseline measure of the Borough Council's CO₂ emissions. Carbon Reduction Strategy prepared. Green Futures programme set up and outcome targets identified. 	<ul style="list-style-type: none"> Reduction of the Borough Council's CO₂ emissions by 10%. Achievement of carbon reduction outcomes for the whole borough, as identified in the Carbon Reduction Strategy.
<ul style="list-style-type: none"> Implement Year 1 of our new Pride in Parks scheme. Develop a plan to identify a new country park or nature reserve and a fund raising approach. 	<ul style="list-style-type: none"> 100% of parks meet Broxtowe's Parks Standard. Increased percentage of land covered by managed Local Nature Reserve.
<ul style="list-style-type: none"> New Waste and Recycling Strategy and action plan produced. Begin to implement ideas. 40% recycling and composting rate. 	<ul style="list-style-type: none"> 44% recycling and composting rate.

YOUR IDEAS

You said	We will do
Make recycling messages clearer so people know what to recycle.	Agreed. We will implement this.
Reduce air pollution.	We will put fresh energy and emphasis on our plans to tackle air pollution and publicise them better.
Have more informal grass areas to reduce the cost of grass cutting and more wildlife friendly and meadow planting.	Agreed. We will implement this.
Introduce food waste recycling.	When we know what the national Waste Strategy proposals are we will review this and other ideas to increase recycling and composting.
Introduce a Borough-wide volunteer tree planting programme and a scheme to look after the welfare of newly planted trees.	Agreed. We will implement this.



Health



AIM: *Support people to live well*

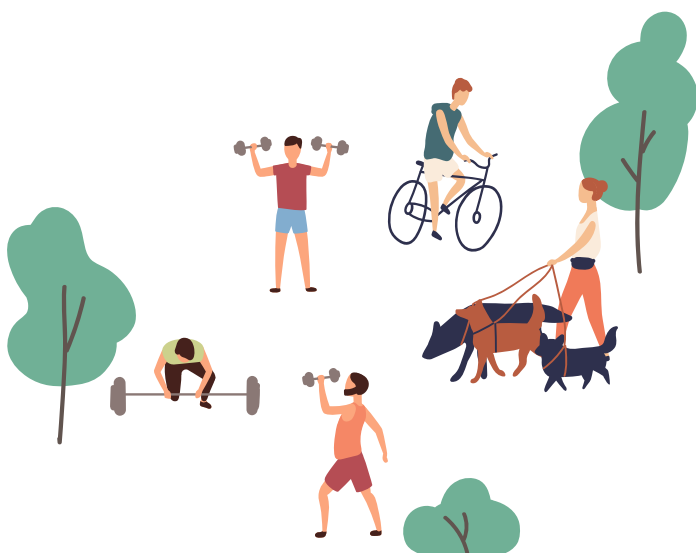
HOW WE WILL ACHIEVE THIS

- 1 Promote **active and healthy lifestyles** in every area of Broxtowe.
- 2 Come up with plans to **renew our leisure facilities** in Broxtowe.
- 3 **Support people** to live well with dementia and support those who are lonely or have mental health issues.

IN THE FIRST YEAR WE WILL . . .

- 1 Successful **completion of a pilot scheme** to promote active lifestyles for people with mental health issues.
- 2 Complete a new **Leisure Facilities Strategy**.
- 3 Refresh and implement a new plan to **enable people with dementia** to live well in Broxtowe.

Develop and implement a new **Mental Health Action Plan** for Broxtowe.





WE'LL MEASURE AGAINST THESE TARGETS

Year 1	Year 4
<ul style="list-style-type: none"> • Increase the number of people with active lifestyles in the Active Lives survey by 1%. 	<ul style="list-style-type: none"> • Increase the number of people with active lifestyles in the Active Lives survey by 4%.
<ul style="list-style-type: none"> • Agree a new Leisure Facilities Strategy and develop a plan to implement it. 	<ul style="list-style-type: none"> • One new or refurbished leisure facility in Broxtowe • Target number of attendances at leisure facilities of 1,765,000.
<ul style="list-style-type: none"> • Two dementia friendly bungalows completed • 50 new Dementia Friends trained. • Develop a Dementia Action Plan and implement the Year 1 proposals. 	<ul style="list-style-type: none"> • 100 new Dementia Friends trained. • Dementia Action Plan fully implemented in each of the four years of the Council term.

YOUR IDEAS

You said	We will do
Establish more allotment schemes such as "Dig In" at Stapleford.	We are intending to include this idea as part of our approach to improving mental health.
Review public toilet provision and introduce changing places / toilets.	We will review public toilet provision and put proposals to the relevant committee in Year 1.
Ensure swimming lessons are inclusive of children with special needs.	Agreed. We will implement this.
Use parks and open spaces for more events – e.g. inflatable obstacle course, concerts, Bank Holiday markets.	Agreed. We will implement this.
Introduce volunteer gardeners.	Agreed. We will implement this.
Develop community led initiatives to address the needs of people with mental health issues, loneliness, poverty.	Agreed. We will implement this.

Community Safety

AIM: *A safe place for everyone*

HOW WE WILL ACHIEVE THIS

- 1 Work with partners to **reduce knife crime**.
- 2 Work with partners to **reduce domestic abuse** and support survivors.
- 3 **Reduce anti-social behaviour**.



IN THE FIRST YEAR WE WILL . . .

- 1 **We will work in partnership** with Police, Probation Services, Nottinghamshire County Council, schools and voluntary agencies across the county to develop a local action plan to address this problem.
- 2 We will **employ additional resources** to develop new plans to ensure that our partnership efforts to **reduce domestic abuse and support survivors** are fully adequate to address the problem.
- 3 We will develop a cross-authority and partnership action plan to **address anti-social behaviour** and develop a **Youth Action Plan** with and for young people to address their needs.



Our homes, our people,
our problem.



WE'LL MEASURE AGAINST THESE TARGETS

Year 1	Year 4
<ul style="list-style-type: none"> Ten local and voluntary groups engaged in local efforts to reduce knife crime. Reducing trend of knife crime. Purple Flag Action Plan in place and being implemented. 	<ul style="list-style-type: none"> Reducing trend of knife crime in Broxtowe. 76% people feel safe in Broxtowe. Purple Flag Accreditation achieved for at least one of our town centres.
<ul style="list-style-type: none"> New Domestic Abuse Action plan in place and being implemented. White Ribbon accreditation retained. 	<ul style="list-style-type: none"> Reducing trend of repeat domestic abuse victims. Retain White Ribbon accreditation
<ul style="list-style-type: none"> Reduce anti-social behaviour by 2%. A minimum of five new diversion activities for young people funded. 	<ul style="list-style-type: none"> We will reduce anti-social behaviour by 5%. A minimum of 20 new diversion activities funded over four years



YOUR IDEAS

You said	We will do
Set up more initiatives and partnering with local groups to reduce knife crime.	We will do this as part of our local Knife Crime Action Plan.
More activities for young people, especially in Eastwood and Brinsley.	Agreed. We will implement this
Bring back the “family fun day” in Eastwood.	Agreed. We will implement this.

What you can do to help

Housing

- If you're living in a house that's too big for your needs think about renting out some room to someone who needs housing.
- If you're a tenant, get involved in activities like estate walkabouts and resident involvement groups to help us improve the service for you and your neighbours.
- If you're a developer to whom we've granted planning permission for housing, get on and deliver much needed housing for the community.



Business

- Support your local town centre by using the shops and facilities there.
- Keep learning! The higher skilled you are the better your chance of securing higher paid work.
- If you're a local business, provide opportunities for apprenticeship positions, training and work experience.



Health

- Take steps to promote your own health and wellbeing.
- Be social. A healthy community is one where people volunteer and there are thriving local groups and societies in Broxtowe you can join.
- Be active. Get out and about and enjoy the good quality environment we have in our Borough.



Environment

- Reduce your use of plastic and use public transport where possible.
- Recycle as much as you can and put the right items in your recycling bin to avoid contamination of recyclable materials.
- Grow your own food, plant a tree or create a pond in your garden to encourage wildlife.

Community safety

- Don't be a bystander – if you see criminal activity report it to the Police, if you would prefer to report a crime anonymously contact Crimestoppers.
- Get to know your neighbours and look out for them, especially if they are elderly or vulnerable.
- Don't mess with Broxtowe – clean up after your dog and don't drop litter.



Staying up to date



Sign up to our Email Me Service - subscribe to updates on the services that matter to you, all direct to your inbox.

www.broxtowe.gov.uk/emailme



Follow us on social media for daily updates and news from across the Borough. You can find us on Facebook, Twitter, LinkedIn and YouTube.

Our Broxtowe Matters newsletter is delivered to every home and business in the Borough twice a year. It can also be read online at www.broxtowe.gov.uk/councilpublications



Visit our consultations page to see how you can have your say on Council services www.broxtowe.gov.uk/consultations

Community Action Teams (CAT) Meetings take place in the Borough and provide an opportunity to raise issues with local Councillors www.broxtowe.gov.uk/cat



The Council has Committees which make decisions about services or which have delegated powers to make decisions based on law. Most

committees are public meetings so members of the public are welcome to attend. At certain meetings, like Full Council Meetings, members of the public can ask questions by prior arrangement. Agendas, minutes and meeting dates are published on our website at www.broxtowe.gov.uk/committees and decisions for many of the committees are shared on our Twitter account @broxtowebc.

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سڈی لیا سڈیوٹ ہاں

如果你需要此傳單用其他的形式或文字寫成，請撥電話 0115 917 7777 與我們
聯絡。

اگر آپ چاہتے ہیں کہ یہ لیفلٹ آپ کو اردو زبان میں مہیا کیا جائے
تو براہ مہربانی فون نمبر: 0115 9177777 پر رابطہ کریں۔

If you need this leaflet in other formats or languages contact us on 0115 917 7777

TYPETALK - TEXT DIRECT



Typetalk's purpose is to bring the benefits of the telephone network to deaf, deafblind, deafened, hard of hearing and speech-impaired people.

Managed from a state-of-the-art centre, Typetalk's highly trained operators understand the special requirements of its customers and provide a warm, friendly service in complete confidentiality.

For Broxtowe Borough Council telephone 18001 0115 917 7777.



Broxtowe
Borough
COUNCIL

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