

HOUSING BUSINESS PLAN 2023–2026

This Business Plan details the projects and activity undertaken in support of the Broxtowe Borough Council Corporate Plan priority of **HOUSING**.

The Corporate Plan prioritises local community needs and resources are directed towards the things that are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in the Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

The Council's Vision for Broxtowe is 'greener, safer, healthier Broxtowe where everyone prospers'.

The Council's Values are:

- Going the extra mile: **a strong, caring focus on the needs of communities**
- Ready for change: **innovation and readiness for change**
- Employees: **value our employees and enable the active involvement of everyone**
- Always improving: **continuous improvement and delivering value for money**
- Transparent: **integrity and professional competence**

The Council's Priorities and Objectives for Housing are 'a good quality home for everyone':

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

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision for 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2024	Chief Executive
Business Strategy	Designed to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Housing Strategy 2020-2024	Provides the plan for the future direction of the housing service	June 2024	Head of Housing
Housing Revenue Account Business Plan	Summary of analysis of stock condition, current and future finances, priorities for action and targets for improvement	Updated annually	Head of Finance Services
Housing Delivery Plan	Sets out how the Council will build or acquire more housing to add to the HRA housing stock	Reviewed annually	Housing Delivery Manager
South Nottinghamshire Homelessness and Rough Sleeping Strategy 2021 - 2027	Plan for existing and future needs of homeless in Broxtowe. With a focus on homelessness prevention and rough sleeping	April 2024	Housing Operations Manager
Engagement Strategy 2022 - 2024	Provides details of methods, level and standards of consult and engage our tenants	April 2024	Housing Services and Strategy Manager
Neighbourhood Strategy 2022-2024	Sets out a framework for how we will manage our neighbourhoods	April 2024	Housing Operations Manager
Garage Strategy 2020-2024	Sets out a framework for how we will manage the Council's garage stock	June 2024	Housing Services and Strategy Manager
Empty Homes Strategy 2020 -2024	Sets out the Council's approach to bringing long term empty private dwellings back into use	April 2024	Chief Environmental Health Officer
Broxtowe Corporate Anti-Social Behaviour Policy	Provides details on how the Council will tackle anti-social behaviour (ASB)	January 2024	Chief Executive
Housing Allocations Policy	Provides details on how the Council will allocate properties	November 2023	Housing Operations Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Tenure Policy	Sets out the tenancies that will be offered by the Council	June 2024	Housing Operations Manager
Rent Collection Policy	States the clear guidelines which officers will work towards when recovering rent arrears	September 2024	Income and Housing Manager
Broxtowe Core Strategy	Strategic level planning document	2028	Head of Planning and Economic Development
Broxtowe Disabled Facilities Grants Policy	Details the Council's approach to dealing with Disabled Facilities Grants	June 2023	Chief Environmental Health Officer
Climate Change and Green Futures Programme	A strategic document detailing actions that aim to reduce the Council's carbon footprint to net zero by 2027 and outlines how the Council will influence, encourage and assist households, businesses and schools within the Borough to achieve the same goal.	Reviewed regularly by working group	Executive Director
Asset Management Strategy 2022-25	<p>Adopt and implement the strategies set out in the Asset Management Strategy 2022/25.</p> <p>Develop specific strategies for key individual premises to include decarbonisation. The strategy should be reviewed regularly and adapted to suit current market influences and changing Council requirements.</p>	<p>December 2025 (Regular reviews to be undertaken)</p>	<p>Deputy Chief Executive</p> <p>Head of Asset Management & Development</p> <p>Head of Housing</p>

A full list of Housing policies is on the Council's intranet.

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Objective (Ho1) – Build more houses, more quickly on under used or derelict land

Planning and Development Services

- Development Control
 - Pre-application advice and process applications for planning permission
- Planning Policy
 - Monitoring of land information through SHLAA;
 - Making better use of statutory powers to bring forward housing development, including Compulsory Purchase

Housing Strategy and Performance

- Housing Strategy
 - Monitor demand for affordable housing in different areas of the Borough
 - Monitor progress of the Housing Strategy 2020-2024
 - Facilitate the work of the Garage Working Group, to identify garage sites for development
 - Work with registered providers and Homes England to increase development in the borough
- Performance
 - Monitor performance of Business Plan

Housing Operations

- Allocations
 - Provide information on waiting list demand
 - Increase access to accommodation and enable people to access accommodation that meets their needs

Asset Management

- Capital Works
 - Undertake major refurbishment works
 - Carry out upgrades to central heating provision, energy efficiency, structural remedial works
 - Provide a project management service to other Directorates
- Housing Development
 - Identification of potential development land for housing development

Private Sector Housing

- Private Sector Housing
 - Identifying empty private sector houses and bringing them back into occupation

Objective (Ho2) – Invest to ensure our homes are safe and more energy efficient

Housing Operations

- Neighbourhoods
 - Effectively manage ASB cases to enable residents to quietly enjoy their homes
 - Ensure estates are safe, clean and maintained to a high standard
- Housing Options
 - Focus on prevention of homelessness
 - Liaise with private landlords to secure tenancies in the private sector
 - Effective management of temporary accommodation
- Allocations
 - Allocate properties in accordance with Housing Allocations Policy, ensuring pre-tenancy checks are completed
 - Assess tenant needs prior to commencement to achieve sustainable tenancies

Independent Living

- Independent Living
 - Support tenants to live independently in their home and help vulnerable tenants to maintain their tenancies
 - Effectively manage ASB cases to enable residents to quietly enjoy their homes
 - Reduce social isolation and promote health and wellbeing

Asset Management

- Capital Works
 - Implement Capital Investment Programme including safety and energy efficiency measures for HRA stock

Housing Repairs

- Housing Repairs
 - Provide an efficient and effective service of reactive maintenance in response to tenant requests
 - Ensure compliancy with the Gas Safety (Installation and Use) Regulations
 - Complete an effective system of inspections including post inspections
 - Provide high standard of inspections for electrical testing, legionella and lift servicing

Housing Strategy and Performance

- Housing Strategy
 - Complete research to ensure that decisions made by Housing Services are based on accurate information
- Performance
 - Monitor performance and make recommendations for improvements
 - Monitor performance of Business Plan

- Leaseholder Services
 - Effectively co-ordinate and manage leases ensuring an effective service is delivered
 - Ensure legal compliance
- Engagement
 - Develop methods to publicise involvement and promote awareness
 - Monitor scrutiny of services by residents

Community Safety

- Tackle Crime and Anti-Social Behaviour
 - Work with Housing Team and Police to reduce crime and anti-social behaviour in housing areas

Private Sector Housing

- Private Sector Housing
 - Ensure that dwellings in the private sector are free of hazards which pose a risk to the occupants
 - Licence appropriate Houses in Multiple Occupation and ensure they are properly managed

Objective (Ho3) – Prevent homelessness and help people to be financially secure and independent

Income

- Income
 - Support tenants to sustain their tenancy by providing financial inclusion advice
 - Early intervention when rent issues arise

Private Sector Housing

- Private Sector Housing
 - Facilitate adaptations to the homes of disabled people in the private sector

Housing Operations

- Housing Options
 - Focus on prevention of homelessness
 - Liaise with private landlords to secure tenancies in the private sector
 - Work to increase number of Council owned temporary accommodation units
- Neighbourhoods
 - Create sustainable tenancies through pro-active work
 - Help tenants with additional support needs including mental health issues to maintain their tenancies
 - Promote tenancy sustainment through decreasing instances of possession action and encouraging responsible awareness of tenancy liabilities for tenants through increased engagement

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Service Data / Description (Pentana Code)	Actual 2019/20	Actual 2020/21	Actual 2021/22	Comments including benchmarking data
Homelessness applications received (HSDData_01)	290	192	408	
Homelessness acceptances (HSDData_02)	39	64	262	This consisted of the following: <ul style="list-style-type: none"> • 1 Main Duty Accepted • 4 Main Duty Discharged • 1 Main Duty Suggested • 2 Reasonable Assistance - Duty Accepted • 2 Reasonable Assistance - Duty Suggested • 53 Under Prevention • 34 Under Relief • 85 Prevented Cases • 80 Relieved Cases
Housing advice interviews undertaken (HSDData_03)	474	250	408	352 of the housing advice interviews resulted in a homeless application being taken due to the applicant/s being homeless or threatened with homelessness within the next 56 days. From the 352 homeless applications taken: <ul style="list-style-type: none"> • 114 were accepted as being from applicants whom were already homeless • 80 of those have had their homelessness relieved • 34 were owed a relief duty
Lifeline referrals (HSDData_05)	890	813	811	Figure is total number of Lifeline customers, not new referrals
ASB cases (HSDData_07)	128	119	99	
Properties sold under Right to Buy (HSDData_08)	17	16	34	
Flats sold on a lease under Right to Buy (HSDData_09)	0	4	11	
Housing applications received (HSDData_11)	1,377	1,217	1,080	
Tenancies allocated (HSDData_12)	309	299	290	

Service Data / Description (Pentana Code)	Actual 2019/20	Actual 2020/21	Actual 2021/22	Comments including benchmarking data
Repair requests (HSData_13)	12,923	13,580	13,353	
Number of Council Properties (HSData_22)	4,407	4,398	4,380	
Evictions for ASB (HSData_24)	0	0	1	
Notices of Seeking Possession (NOSP) served for ASB (HSData_25)	9	8	2	
General Needs Units (HSData_27)	2,996	3,049	3,031	This figure was adjusted from 1 April 2022 to take into account re-designated properties – 3,279
Independent Living Units (HSData_28)	1,411	1,352	1,349	This figure was adjusted from 1 April 2022 to take into account re-designated properties – 1,101
Leaseholders (HSData_29)	293	296	293	
Council Garages (HSData_30)	843	828	828	
Five-year HMO Licences issued annually (HSData_31)	70	37	63	There were 56 were new licences and 7 were renewals. There has been a peak in licence applications prior to 26 March 2022 as applicants sought to gain licences prior to the implementation of the Beeston Article 4 Direction (planning legislation affecting any new HMO properties in a specified area). There will be a peak in 2022-23 and 2024 - 25 as the 5 year cycle repeats
Evictions for rent arrears (FRData_32)	5	1	0	
Notices of Seeking Possession (NOSP) served for rent arrears (FRData_36)	217	63	60	Low figure, partly due to COVID restrictions and partly due to change in early intervention approach

CRITICAL SUCCESS INDICATORS (CSI)

Priority leaders work corporately and have **defined the outcome objective** for each priority area and have **identified outcome indicators** that are **Critical Success Indicators**.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net additional homes provided (NI154)	236	267	306	430	430	430	Head of Planning and Economic Development
New Council houses built or acquired (HSLocal_39)	-	11	13	23	23	23	Housing Delivery Manager During 2021/22, the Council acquired 8 properties, consisting of 3 houses and 5 flats. The Council also built 5 x 1 bed flats for ex-military personnel at Tom Martin House, Stapleford.
Overall satisfaction with the service provided (HSTOP_01)	89%	80%	85.8%	89%	89%	89%	Head of Housing The HouseMark median (based on 147 landlords) is 82.6%, and upper quartile is 87.85%.
Gas safety (HSTOP_02)	99.9%	99.2%	99.84%	100%	100%	100%	Housing Repairs and Compliance Manager
Rent collected as a percentage of the rent owed (BV66a)	99.8%	102.8%	100.9%	99.0%	99.0%	99.0%	Income and Housing Manager Although performance has been above target, is expected to decrease due to increased challenges such as Universal Credit and increase in household bills for tenants

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted (HSLocal_42)	-	-	84.6%	70%	70%	70%	Housing Operations Manager

OTHER PERFORMANCE INDICATORS

Priority leaders also identified two further sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Key Performance Indicators (KPI)

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Supply of ready to develop housing sites (NI159)	100%	100%	100%	100%	100%	100%	Head of Planning and Economic Development
No. of Residential Planning Commitments (DSData_20)	849	587	1,531	950	950	950	Head of Planning and Economic Development
Numbers of homeless households housed outside of the Borough in temporary accommodation, over 7 days (HSLocal_40)	-	64	94	0	0	0	Housing Operations Manager Indicator description amended to reflect that households may stay in accommodation outside the borough if they present outside of office hours and for triage of circumstances before they move to suitable temporary accommodation. Earlier years reported using old definition.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
No. of affordable homes provided (NI 155)	16	38	40	85	85	85	Head of Planning and Economic Development
Average Relet Time – General Needs (HSTOP_03)	27 days	37 days	54 days	20 days	20 days	20 days	Housing Operations Manager
Average Relet Time – Independent Living (HSLocal_03a)	57 days	114 days	132 days	40 days	40 days	40 days	Housing Operations Manager
Void Rent Loss (HSLocal_03a) (New)	-	-	-	-	£350,000	£350,000	Housing Operations Manager New indicator 2023/24. Target based on 2% of Income.
Reactive repairs - appointments kept (HSLocal_BM05)	95.5%	97.8%	97.7%	98%	98%	98%	Housing Repairs and Compliance Manager
Electrical compliancy (HSLocal_29)	98.6%	98.2%	73.2%	100%	100%	100%	Housing Repairs and Compliance Manager Work is being undertaken in 2022/23 to increase Electrical Compliancy
Identify six Private Sector dwellings each quarter to implement a plan to return into occupation (HSLocal_11)	28	6	25	24	24	24	Chief Environmental Health Officer Performance Measure redefined to reflect the work undertaken. Baseline will be 2022/23.

Management Performance Indicators (MPI)

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Current tenant arrears as a percentage of the annual rent debit (HSLocal_37)	2.3%	1.4%	1.1%	2.0%	2.0%	2.0%	Income and Housing Manager
Void Garages as percentage of let-able garages (HSLocal_32)	26%	33%	9%	12%	10%	5%	Housing Services & Strategy Manager During 2021/22, 71 garages were let and 78 garage tenancies were terminated. At the end of March 2022, 63 garages were void and available to let out of 692 available garages
Legionella compliancy (HSLocal_33)	100%	100%	100%	100%	100%	100%	Housing Repairs and Compliance Manager
Proactive HIMO inspections (ComS_098)	-	-	21	18	18	18	Chief Environmental Health Officer Excludes requests for service /licensing inspections

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council’s Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 ‘Link Key Tasks and Priorities for Improvement to the Financial Budgets’.
- Please identify new ‘**commercial activities**’ in the comments column.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement 10 year housing new build delivery plan HS1922_02	Add to the social housing stock Produce affordable homes to rent	Partnerships with Registered Housing Providers and external consultants	Housing Delivery Manager December 2029	To be achieved through combination of use of capital receipts and commuted sums
Implement Housing Strategy HS2023_02	Improve housing services	All partners and stakeholders	Head of Housing March 2024	Majority of actions to be achieved through existing budgets, where additional budget of resources are required then separate actions will be included in the Business Plan
Implement Asset Management Strategy HS2124_02	Plan to fully utilise assets held within the Housing Revenue Account	Current external contractors	Head of Asset Management and Development March 2024	Based on information from recent stock condition survey

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement a scheme to make affordable furniture and white goods available to tenants HS2225_01	Reduction in poverty and people living in unfurnished accommodation	To be procured through framework	Income and Housing Manager March 2024	Decision made at Cabinet in December 2022, to consider furnished tenancies
Implement new processes and procedures for recharges HS2225_05	To increase income to the HRA	Work is completed in-house	Housing Repairs and Compliance Manager March 2024	Work was not completed as planned during 2022/23 due to other priorities within the repairs review, action to be completed during 2023/24
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan HS2225_07	To prevent homelessness and rough sleeping To offer support to those who experience homelessness	Partnership with Gedling and Rushcliffe Partnership with CAB and Broxtowe Youth Homelessness Partnership with commissioned services through Nottinghamshire County Council or through the Rough Sleeper Initiative (RSI)	Housing Operations Manager March 2027	Ringfenced grant is received to provide statutory services to homeless people All actions included in the strategy can be delivered within the grant available
Home Release Scheme HS2326_01 (New)	To reduce waiting list, particularly for larger homes	Through Choice Based Lettings system	Housing Operations Manager March 2024	£20,000 budget to be approved

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review of Mobile Cleaning and Caretaking Services HS2326_02 (New)	To improve the condition of our estates	Currently some services are provided in-house and some by external contractors	Head of Housing March 2024	If outcome of review is to bring more services inhouse, then increased staffing budgets may be required. However, this would be offset by a reduction in use of external contractors
Review and retender Lifeline Services HS2326_03 (New)	To ensure that service is value for money and benefits from improved technology	Current contract expires July 2023	Head of Housing July 2023	
Energy Efficiency Schemes CP2326_01b (New)	To achieve Carbon Neutral and all dwellings to be EPC level C or above	Midlands Net Zero Hub Submit Bids for various grants opportunities such as SHDF, HUG2, and ECO4	Head of Asset Management 2027 in line with Council Net Zero Target	Procure EPC data for all Housing Stock. Currently subject to tender. £100k budget approved by Cabinet in July 2022

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
Budget Implications				
Home Release Scheme (revenue)	HS2326_01	20,000	-	-
Creation of housing contact centre (revenue)		146,150	146,150	146,150
Housing repairs restructure (revenue)		157,450	157,450	157,450
Homes England grant funding (capital) Felton Close (4 units £252k); Gayrigg Court (2 units £126k); Inham Nook (15 units £945k); and Selside Court (3 units £189k)		(1,512,000)	-	-
Efficiencies Generated				
Housing Repairs restructure: reduction in external contractor costs		(120,000)	(120,000)	(120,000)
Non cashable savings through introducing housing contact centre with reduction in unnecessary visits; improvement in rate of first time fixes; improved customer satisfaction; and reduction in disrepair claims				
New business/increased income				
Increased Lifeline customers as per business strategy	-	(5,000)	(5,000)	(5,000)
-	-	-	-	-
Net Change in Revenue Budgets (Cashable only)		198,600*	178,600*	178,600*

* Budget implications to be considered and confirmed once project business cases have been finalised.

6. SUMMARY OF KEY RISKS

Priority leaders have identified three strategic risks for the Business area and ensured that these are considered in the Council's Strategic Risk Register.

Key Strategic Risk	Action to be taken or required to mitigate/minimise the risk or threat
Failure to deliver the HRA Business Plan	Implement new Asset Management Strategy and Housing Delivery Plan
Failure to mitigate the impact of the Government's welfare reform agenda	Income team structure and processes focussed on early intervention when tenants move to Universal Credit
Failure to maximise collection of income due to the Council	Income team to fully utilise RentSense software to support tenants with cost of living increases.

The top five risks (strategic or operational) arising from the key tasks and priorities for improvement have also been identified. As part of the project planning process for each key task detailed risk analyses will be undertaken and mitigation actions identified. It is anticipated that there will be 'common themes' identified that are covered by Strategic Risks.

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Implement 10 year housing new build delivery plan HS1922_02	Level of building identified in the plan is not delivered	Yes - Risks 2, 3, 8 and 20	Housing Delivery Group established to monitor progress and address any issues
Implement Asset Management Strategy HS2124_02	Failure to meet the requirements of the strategy due to vacant posts	Yes – Risks 2 and 20	Permanent recruitment to key posts
Implement South Nottinghamshire Homelessness and Rough Sleeper Strategy Action Plan HS2225_07	Failure to meet the requirements of the strategy due to high turnover of employees	Yes – Risks 2, 20, and 21	Partnership work with other Councils and providers
Implement new processes and procedures for recharges HS2225_05	Other work of higher priority leads to this action not being completed	Yes – Risk 2	Effective project management
Energy Efficiency Schemes CP2326_01b (New)	Energy efficiency of Council properties does not enable Carbon Neutral to be achieved	Yes – Risk 24	Obtain and review current Energy Efficiency data to devise an action plan

Risks as extracted from the Strategic Risk Register as at November 2022:

Risk 2: Failure to obtain adequate resources to achieve service objectives

Risk 3: Failure to deliver the HRA Business Plan

Risk 8: Failure of Financial Management and/or budgetary control and to implement agreed budget decisions

Risk 20: Inability to recruit and retain staff with required skills and expertise to meet increasing demands and expectations

Risk 21: Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.

Risk 24: Failure to achieve commitment of being carbon neutral for the Councils own operations by 2027

The latest Strategic Risk Register is available in full at

<https://intranet.broxtowe.gov.uk/finance/risk-management/>