

Community Safety Business Plan 2026–2029

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

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our 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 Cabinet on a quarterly basis. In addition, Cabinet and the 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 Community Safety are 'A safe place for everyone':

- Reduce anti-social behaviour in Broxtowe
- Work with partners to reduce violence and improve Public Safety
- Reduce Drug and Alcohol Use

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 2028	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 Assistant Director - 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 Assistant Director - Finance Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Nottinghamshire Police and Crime Plan 2025 – 2029	Sets out the Police and Crime Commissioners strategic priorities for dealing with crime. These are <ul style="list-style-type: none"> • Communities and Victims First • Strengthening Partnership Working • Effective and Resilient policing 	2029	Nottinghamshire Office of the Police and Crime Commissioner
Broxtowe Anti-Social Behaviour Policy 2024-2027	Provides details on how the Council will tackle anti-social behaviour (ASB)	2027	Chief Executive
Ending Violence Against Women and Girls Strategy 2021 – 2024	National strategy which sets out details of the government's vision to tackle violence against women and girls. Both county and districts give due regard to this	2024 due Summer 2025 – awaited	Home Office
Nottinghamshire Safeguarding Adults Board Interim Strategic Plan 2025 – 2028	Sets out the strategic direction of the Board, working in partnership with Nottinghamshire citizens, along with statutory and non-statutory agencies, to deliver a joined-up service to those adults at most risk of abuse and neglect, across the county	2028	Independent Chair of Nottinghamshire Health and Wellbeing Board
Broxtowe Safeguarding Children Policy 2025 – 2028	Outlines the Council's and its employee's responsibilities and procedures in relation to safeguarding children	2028	Head of Communities and Community Safety
Broxtowe Safeguarding Adults Policy 2025 – 2028	Outlines the Council's and its employee's responsibilities and procedures in relation to safeguarding adults	2028	Head of Communities and Community Safety
Broxtowe Hackney Carriage and Private Hire Policy	Declares the Council's policies in relation to licensing, enforcement and appeals procedures for all taxi matters	Under constant review	Licensing Manager
Broxtowe Statement of Licensing Policy	Declares the Council's policies under its Licensing Act 2003 duties	2029	Licensing Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Gambling Licensing Statement	Outlines the Council's policies under its Gambling Act 2005 duties	2028	Licensing Manager
Broxtowe Sex Establishment Policy	Outlines the Council's policy on sex establishments and sexual entertainment venues	2028	Licensing Manager
Broxtowe Housing Strategy 2025 - 2028	Sets out the strategic direction for housing services provided by Broxtowe Borough Council	2028	Assistant Director - Housing
Broxtowe Enforcement Policy	Sets out the way the Council will undertake its enforcement activities	2028	Head of Environmental Health, Licensing and Private Sector Housing
Broxtowe Empty Homes Strategy	Outlines the Council's approach to dealing with empty homes in the borough	March 2030	Head of Environmental Health, Licensing and Private Sector Housing
Broxtowe Dog Control Policy	Outlines the Council's approach to dealing with the control of dogs	July 2027	Parks and Open Spaces Manager
Food Service Plan	Informs on the Council's activity in this area	2026	Head of Environmental Health, Licensing and Private Sector Housing
Broxtowe Crime Reduction Plan 2023 – 2026	Details actions to be taken to ensure that crime and ASB are tackled effectively across Broxtowe	2026	Head of Communities and Community Safety
Broxtowe Modern Slavery and Human Trafficking Statement	Details the steps the Council has taken to understand potential modern slavery risks related to its business and to put in place measures that are aimed at ensuring that these offences are not committed in its own business or its supply chains	Updated annually	Head of Communities and Community Safety

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Hate Crime Pledge 2023	Details the Council's commitment to working in partnership to eradicate hate crime across the borough	2026	Head of Communities and Community Safety
Serious and Organised Crime Strategy 2023 – 2026	To contribute to the targeting and disruption of serious and organised crime in Broxtowe	2026	Head of Communities and Community Safety
Serious Violence Response Strategic Framework 2025 - 29	Sets out how the Nottingham and Nottinghamshire Violence Reduction Partnership will work with communities to prevent violence and reduce its harmful impacts	2029	Nottingham and Nottinghamshire Violence Reduction Unit
Serious Violence and Violence Against Women and Children Strategy	Sets out how the Borough Council will prevent incidents and support and respond to survivors of serious violence and Domestic Abuse	2027	Head of Communities and Community Safety
South Notts Community Safety Partnership Serious Violence Response Plan	Sets out the Community Safety Partnerships plan to reduce serious violence	Annual Plan	Head of Communities and Community Safety

2. Service Level Objectives Linked to Corporate Objectives

Objective (CS1) – Reduce anti-social behaviour in Broxtowe

Public Protection

➤ **Communities and Community Safety**

- Promote a safer community through partnership working and via the South Notts Community Safety Partnership making Broxtowe a place where people feel safe and secure within their community
- Develop, improve and coordinate activities aimed at reducing incidents of ASB and carrying out enforcement where all other avenues to resolve have failed.
- To effectively run and manage an Anti-Social Behaviour Panel made up of representatives of partner agencies
- To effectively run and manage a Complex Case Panel made up of representatives of partner agencies
- To develop, improve and coordinate a targeted response to changing crime trends in identified areas of Broxtowe, using external funding, in order to reduce crime and anti-social behaviour
- To provide access to a Sanctuary service for those at high risk of Domestic Violence to enable them to stay in their own homes
- To work in partnership to provide support for vulnerable people
- To work in partnership to provide better outcomes for children and young people

➤ **Environmental Health**

- Effectively dealing with statutory nuisance and other aspects of anti-social behaviour

➤ **Licensing**

- Ensure prevention of nuisance, crime and disorder, and harm to children by effective administration and enforcement of the relevant licensing legislation and functions

➤ **Housing**

- To provide a tenancy management and independent living service
- To enable residents to have quiet enjoyment of their homes
- To investigate and resolve anti-social behaviour in council tenancies

➤ **Corporate Services**

- To develop and provide a responsive efficient and cost effective SCS/Security service to help tackle crime, disorder, and anti-social behaviour

➤ **Legal Services**

- Provide an experienced and high quality legal service to all departments in the Council and Members in order to assist in achieving the Council's five corporate objectives

Objective (CS2) – Work with partners to reduce violence and improve public safety

Public Protection

➤ **Communities and Community Safety**

- Coordinate complex case panels to create multi agency action plans for survivors of domestic abuse who are identified as having complex support needs
- Raise awareness in the community of issues associated with domestic abuse and ensure staff are trained to recognise and report concerns
- To provide a single point of contact within the organisation in respect of domestic abuse
- To work with partner agencies to ensure anyone affected by domestic abuse who we become aware of receives the most appropriate advice and support
- To provide access to a Sanctuary service for those at high risk of Domestic Violence to enable them to stay in their own homes
- To maintain the Councils Accreditation for White Ribbon
- Manage Broxtowe's involvement in Neighbourhood Safeguarding and Disruption, the Slavery and Exploitation Risk Assessment Panel and the Nottinghamshire Child Criminal Exploitation Panel meetings to create multi agency action plans for perpetrators or those at risk of knife crime
- Work with the Police to identify those involved in, or at risk of being involved in knife crime
- Implement actions contained within Broxtowe's Violence section of the Broxtowe Crime Reduction Plan including actions to address Violence, Domestic Abuse, Violence Against Women and Girls, Substance Misuse and Addiction, ASB, Child Criminal Exploitation, Child Sexual Exploitation, Crime Prevention, Hate Crime, Modern Slavery, Fraud and Counter Terrorism
- Work with the Violence Reduction Partnership to deliver activity locally, and promote safety for women and girls
- Deliver the Serious Violence Duty and prepare and deliver a Serious Violence Response Plan
- Deliver the Prevent Duty and prepare and publish a Situational Risk Assessment for the Borough
- Prepare and publish an annual Modern Slavery Statement

➤ **Corporate Services**

- Maintain and keep under review a comprehensive surveillance system to promote security within the Borough of Broxtowe
- Ensure safety within car parking areas owned and managed by Broxtowe Borough Council

➤ **Housing**

- To provide housing services that are equally accessible and relevant to all groups in need, and to recognise and respond to the different needs of our customers.
- To provide housing support to those at high risk of homelessness and domestic abuse
- To undertake Sanctuary Housing Assessments and carry out Sanctuary repairs

Objective (CS3) – Drug and Alcohol Use

Public Protection

➤ Communities and Community safety

- Work with partners to promote access to treatment services for alcohol and drugs
- Develop a strategy supporting the Countywide Strategy to work in partnership to reduce alcohol and drug use and support people who experience disadvantage through drug and alcohol use
- Promote education within schools on drug and alcohol issues
- Promote pathways into recovery for those with Alcohol and Drug addictions
- Maintain efficient referral pathways to support for those who are rough sleeping

➤ Housing

- Support people who are rough sleeping or experiencing addiction to find the security of housing

3. Measures of Performance and Service Data

Context – Baseline Service Data

Communities

Service Data Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
All crime (ComS_001)	7,162	7,123	6,869	
No. of burglary at dwellings, commercial premises, shed and garden thefts (ComS_007)	376	408	316	
No. of vehicle crimes (ComS_008)	579	460	403	Data includes theft of a vehicle, theft from a vehicle and vehicle interference
No. of incidents of robbery (ComS_009)	71	68	53	Personal robbery and from business premises
Total violence (with injury) (ComS_010)	2,279	2,210	2,227	
ASB Incidents (police) (ComS_011)	2,139	1,975	1,898	A single incident of ASB reported by multiple persons are recorded as separate incidents Incidents reported to the Police and Council are recorded as separate incidents
ASB cases received by Environmental Health (ComS_012)	438	412	433	

Service Data Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
ASB cases received by Housing Division (general housing) (ComS_013)	92	134	130	
ASB cases received by Communities (ComS_014)	60	103	114	
Hate crime incidents reported in Broxtowe (ComS_020)	72	110	110	A single Incident of Hate Crime reported by multiple persons are recorded as separate incidents
High risk cases of domestic violence in Broxtowe reported to South Nottinghamshire Multi-Agency Risk Assessment Conference (MARAC) (ComS_024a)	181	161	91	
Repeat high risk cases of domestic violence in Broxtowe reported to South Nottinghamshire MARAC (ComS_024b)	67	39	39	
High risk cases of domestic violence in Broxtowe reported to South Nottinghamshire MARAC which are repeats (%) (ComS_024)	37%	24%	27%	
Domestic Crimes and incidents reported in the borough (ComS_025)	1,150	1,060	978	Domestic Crime includes domestic related Criminal Damage, Arson, Theft, Robbery, Stalking, Malicious communication, Sexual Offences, Harassment, Controlling or Coercive behaviour and Racially or Religious Aggravated Harm
Requests for ASB Case Reviews received by the Council (ComS_028)	1	2	1	
Public Spaces Protection Orders made (ComS_029)	0	10	10	
Injunctions imposed as a result of Council action (ComS_016)	0	1	2	

Service Data Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
<p>Time for ASB incidents reported to Environmental Health to be closed:</p> <ul style="list-style-type: none"> • Less than 3 months (ComS_012a) • Between 3 and 6 months (ComS_012b) • Over 6 months or still open (ComS_012c) 	327	324	289	Cases run over year endings so data will, not be not equal to the cases reported in any given year
<p>Time for ASB incidents reported to Housing to be closed:</p> <ul style="list-style-type: none"> • Less than 3 months (ComS_013a) • Between 3 and 6 months (ComS_013b) • Over 6 months or still open (ComS_013c) 	66	93	85	Cases run over year endings, so data is not equal to the cases reported in any given year
<p>Time for ASB incidents reported to Community Safety to be closed:</p> <ul style="list-style-type: none"> • Less than 3 months (ComS_014a) • Between 3 and 6 months (ComS_014b) • Over 6 months or still open (ComS_014c) 	41	106	99	Cases run over year endings, so data is not equal to the cases reported in any given year
<p>Individuals discussed at ASB multi-agency panel (ComS_017)</p>	7	21	37	
<p>Time an individual remains on the ASB panel agenda (ComS_015)</p> <ul style="list-style-type: none"> • Less than 3 months (ComS_015a) • Between 3 and 6 months (ComS_015b) • Over 6 months or still open (ComS_015c) 	4	4	6	Cases referred to the ASB panel are the most complex so it is expected that they will remain open for some time
<p>Community Protection Notice warning letters issued by Council (ComS_018a)</p>	11	5	12	
<p>Community Protection Notices served by the Council (ComS_019a)</p>	1	12	7	

Service Data Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
Number of safeguarding enquiries referred to Multi-Agency Safeguarding Hub (MASH) (ComS_102) (New)	12	17	11	New performance measure 2025/26 This report only contains the MASH referrals reported to the Safeguarding Lead Referrals not meeting MASH threshold for referral 2022/23 = 27 2023/24 = 44 2024/25 = 48
Number of Sanctuary referral received (ComS_103) (New)	18	22	51	New performance measure 2025/26

Environmental Health

Service Data Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
Food business Inspections (ComS_038)	560	442	479	Includes 102 newly registered premises
Food business re-inspections (ComS_039)	8	41	27	Visits undertaken in accordance with government guidance.
Food establishments subject to formal enforcement actions - Written Warnings (ComS_040)	271	255	350	
Food complaints/service requests (ComS_041)	182	146	194	These relate to service requests and are in addition to the proactive advice provided to new business operators
Infectious disease notifications investigated (ComS_042)	32	43	36	
Health & Safety Inspections (ComS_043)	23	31	41	Includes the Funeral Director initiative that was additional request
Health & Safety complaints/service requests (ComS_044)	21	50	28	Excludes Statutory accident notifications
Health and Safety accidents (ComS_045)	38	33	33	

Service Data Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
Licensing/Registration actions (ComS_046)	386	350	106	A new way of recording such activity commenced in December 2024 and is more accurate than previously estimated actions. The actions do not include attendance at Pubwatches and groups.
Pollution complaints (including noise) (ComS_047)	651	708	700	Includes all Environmental Health anti-social behaviour cases (see ComS_012)
Traveller encampments in the Borough (ComS_089)	3	4	9	
Traveller encampments on Council owned land (ComS_089b)	3	3	6	

Licensing

Service Data Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
Licences processed (ComS_065)	1,048	1,079	1,024	Number of licences is reduced owing to absence of Enforcement Officer for a number of weeks.
Licensing Act premises inspected (ComS_066)	51	50	40	Inspections in 2024/25 were reduced in number due to absence of Enforcement Officer for a number of weeks.
Gambling Act premises inspected (ComS_067)	5	10	7	
Other premises visited (ComS_068)	5	5	10	

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**.

Reduce anti-social behaviour in Broxtowe (CS1)

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe Nottinghamshire Police (ComS_011)	2,139	1,975	1,898	1,850	1,800	1,800	Head of Communities and Community Safety An incident of ASB reported by multiple persons are recorded as separate incidents An incident of ASB reported to the Police and Council are recorded as separate incidents
Reduction in ASB cases reported in the Borough to Environmental Health (ComS_012)	438	412	433	400	400	400	Head of Environmental Health, Licensing and Private Sector Housing
Reduction in ASB cases reported in the Borough to Housing (ComS_013)	92	134	130	100	100	100	Housing Operations Manager Previously Housing cases only included General Needs but from 2024/25 Independent Living is also included, which may result in an increase in cases.
Reduction in ASB cases reported in the Borough to: Communities (ComS_014)	60	103	114	100	90	90	Head of Communities and Community Safety The ASB team take referrals of neighbour nuisance where no crimes are being committed from the Police so numbers will remain high.

Work with partners to reduce violence and improve public safety (CS2)

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
High risk domestic abuse cases re-referred to the Multi Agency Risk Assessment Conference [expressed as a % of the total number of referrals] (ComS_24)	37%	24%	27%	24%	22%	20%	Head of Communities and Community Safety
Residents surveyed who feel safe when outside in Nottinghamshire after dark (%) (ComS_033)	57.7%	62.2%	62.2%	65%	65%	65%	Head of Communities and Community Safety Only data available Nottinghamshire Police and Crime Commissioner Resident's Survey which is not disaggregated

Reduce Drug and Alcohol Use (CS3)

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number of residents referred to Substance Misuse Support Services (CGL) (ComS_100)	383	400	118	125	130	135	Head of Communities and Community Safety New performance indicator 2025/26. Data from 2023/2024 is not comparable with the new PI data collected from 2025/26.
All crime (ComS_001)	7,162	7,123	6,869	6,800	6,800	6,800	Head of Communities and Community Safety Performance measure previously recorded as Service Data measure prior to 2025/26

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	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Environmental Health related ASB cases closed in less than three months No. received (ComS_012) Closed in 3mths % (ComS_012d)	438	412	433	400	400	400	Head of Environmental Health, Licensing and Private Sector Housing
Council Housing related ASB cases closed in less than three months No. received (ComS_013) Closed in 3mths % (ComS_013d)	92	134	130	100	100	100	Housing Operations Manager Previously Housing cases only included General Needs, from 2024/25 Independent Living will also be included, which may see an increase in cases.
Communities related ASB cases closed in less than three months No. received (ComS_014) Closed in 3mths % (ComS_014d)	60	103	114	110	105	100	Head of Communities and Community Safety Neighbour nuisance cases are complex, and often relate to multiple types of ASB and involve counter complaints which prevent early closure The Police refer ASB cases of neighbour nuisance where no crimes are being committed to the Communities Team

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Residents in Nottinghamshire feeling people from different backgrounds get on well (ComS_101)	53%	62%	59%	60%	60%	60%	Head of Communities and Community Safety Annual survey of the Police and Crime Commissioner for Nottinghamshire data is not disaggregated
Food Inspections – High Risk - Inspect all businesses due for inspection in accordance with a pre-planned programme based on risk (ComS_048)	95%	100%	100%	100%	100%	100%	Head of Environmental Health, Licensing and Private Sector Housing Risk Categories A, B & C determined by the Food Law Code of Practice and premises subject to an 'official control' as defined by the EU e.g. inspection or audit
Food Inspections – Low Risk - Inspect all businesses due for inspection in accordance with a pre-planned programme based on risk (ComS_049)	85%	100%	100%	100%	100%	100%	Head of Environmental Health, Licensing and Private Sector Housing Risk category D and E as determined by the Food Law Code of Practice. All work prioritised in accordance with Food Standards Agency (FSA) Guidelines

Management Performance Indicators (MPI)

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Health and Safety - Complete a programme of intervention visits at targeted workplaces (ComS_052)	50%	95%	100%	95%	60%	60%	Head of Environmental Health, Licensing and Private Sector Housing Work plan for Health and Safety interventions in place for 2023/2024 to prioritise proactive interventions based on national and local priorities including gas safety in commercial premises.
Health and Safety - Respond to specific complaints/ accident notifications/ requests which may prejudice health and safety in the short term within 1 working day, and all others as soon as practicable and within 5 working days of receipt (ComS_044 – (number of)) (ComS_053 – (%))	21 85%	50 100%	28 94%	50 100%	50 100%	50 100%	Head of Environmental Health licensing and Private Sector Housing Figures not set as a target, just response rate. Small number of service requests responses overdue.
Inspect all residential caravan sites once a year (%) (ComS_054)	100%	100%	100%	100%	100%	100%	Head of Environmental Health, Licensing and Private Sector Housing
Non-statutory licences approved/ issued within 14 days of full application received (%) (ComS_069)	100%	100%	100%	100%	100%	100%	Licensing Manager

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number of pro-active liquor licensing inspections (ComS_093a)	51	50	40	40	40	40	Licensing Manager
Number of pro-active hackney / private hire inspections (ComS_093b)	21	50	35	25	25	25	Licensing Manager
Number of other licensing pro-active inspections (ComS_093d)	5	5	10	10	10	10	Licensing Manager
Number of pro-active animal licence inspections (ComS_097)	15	8	2	10	10	10	Head of Environmental Health, Licensing and Private Sector Housing

4. Key Tasks and Priorities for Improvement 2026/27 – 2028/29 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 costs.
- Please identify new '**commercial activities**' in the comments column.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce and implement a new Broxtowe Crime Reduction Plan BCRP_	Reduction in all crime types and improvements in community confidence	Police Voluntary Sector Change Grow Live	Head of Communities and Community Safety Communities and Crime Manager March 2030	Some activity is dependent on resources being allocated by Police and Crime Commissioner
Review ASB Policy (including ASB action plan) BCRPASB_29	Deliver an efficient and effective service for residents	Other local authority partners, Police and Crime Commissioner	Head of Communities and Community Safety Communities and Crime Manager March 2028	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review ASB Case Review Policy BCRPASB_30	Deliver an efficient and effective service for residents		Head of Communities and Community Safety Communities and Crime Manager March 2028	Within existing resources and budgets
School talks on ASB, White Ribbon and Healthy Relationships BCRPASB_17	Better mental health and reductions in incidents of ASB and Domestic Abuse	Schools	Communities and Crime Manager Communities Officer Children and Young People March 2029	Within existing resources and budgets
Produce and deliver South Notts Community Safety Partnership Serious Violence Response Plan COMS2629_16 (New)	Reduce Violence across South Notts	Violence Reduction Partnership Police Nottinghamshire County Council Health Fire	Head of Communities and Community Safety Senior Communities Officer Violence Domestic Abuse Officer January 2027	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce and implement Food Service Plan COMS2629_06 (New)	Council has a fit for purpose Food Service Plan which informs activity in this area	Food Standards Agency	Head of Environmental Health, Licensing and Public Sector Housing July 2026	Within existing resources and budgets
Consult, Review and renew PSPO's COMS2629_07 (New)	PSPOs renewed where appropriate and removed where not	Police	Head of Communities and Community Safety Communities and Crime Manager April 2029	Within existing resources and budgets unless extensions are proposed
Review Vulnerable Persons Policy COMS2629_05.1 (New)	Support vulnerable residents in the Borough		Head of Communities and Community Safety March 2027	Within existing resources and budgets
Renew Hate Crime Pledge COMS2629_11 (New)	Renew pledge	None	Head of Communities and Community Safety Communities Officer Equalities and Vulnerabilities March 2029	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Renew Accreditation and deliver the multi-agency partnership White Ribbon Action Plan 2024-2027 COMS2629_08a (New)	Raise awareness of and reduce Domestic Abuse and male violence against women	Broxtowe Women's Project Juno Equation	Head of Communities and Community Safety Senior Communities Officer Violence and Domestic Abuse March 2028	Within existing resources and budgets
Deliver Modern Slavery Statement BCRPMS_01	Ensure compliance with the duty		Head of Communities and Community Safety July 2026	Within existing resources and budgets
Combine review and update the Adult and Children Safeguarding Policies COMS2629_10 (New)	Deliver an efficient and effective service for residents	County Council	Head of Communities and Community Safety March 2029	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Combine, review and update the Hate Crime Policy and Strategy COMS2629_12 (New)	Deliver an efficient and effective service for residents	Police	Head of Communities and Community Safety Communities Officer Equalities and Vulnerabilities March 2027	Within existing resources and budgets
Review and update the Serious Organised Crime Strategy COMS2629_14 (New)	Deliver an efficient and effective service for residents	Police	Head of Communities and Community Safety March 2027	Within existing resources and budgets
Review Serious Violence and Violence Against Women and Girls Strategy COMS2629_03 (New)	Reduce violence and violence against women and girls	Police, Violence Reduction Partnership	Head of Communities and Community Safety Senior Communities Officer Violence and Domestic abuse March 2028	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Renew Fraud Covenant BCRPFRAUD_01	Reduce fraud and improve reporting and support for victims in the borough	Anti-fraud Partnership Nottinghamshire Police Nottinghamshire County Council Trading Standards	Head of Communities and Community Safety March 2028	Within existing resources and budgets
Review Sanctuary Policy BCRPDA&V_07	Deliver an efficient and effective service for residents	Nottinghamshire County Council JUNO Equation Police	Head of Communities and Community Safety Senior Communities Officer Violence and Domestic Abuse March 2028	Within existing resources and budgets
Review Prevent Strategy COMS2629_04 (New)	Deliver an efficient and effective service for residents	Prevent Partnership Nottinghamshire	Head of Communities and Community Safety March 2028	Within existing resources and budgets
Create BLZ package for substance misuse (including nitrous oxide) BCRPSMA_11	Staff awareness raised and clear referral pathways to support	Change Grow Live Nottinghamshire County Council Drug and Alcohol Partnership	Communities Officer Children and Young People March 2027	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce and implement a Buxtowe Drug and Alcohol Strategy to support the Countywide strategy (including nitrous oxide) BCRPSMA_12	Increase in numbers of residents accessing support services	Change Grow Live	Head of Communities and Community Safety Communities Officer Children and Young People March 2027	Some activity dependent on resources being allocated by Police and Crime Commissioner
Review the resource allocated to Licensing Enforcement ComS2629_02 (New)	To undertake an exercise to review the resource allocated to Licensing Enforcement and ensure adequate capacity to carry out a programme of proactive and reactive monitoring of activities requiring licensing		Head of Environmental Health, Licensing and Private Sector Housing. Licensing Manager March 2026	Licensing income is ring fenced; any additional staffing should be met within existing resources

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Embed the Cross departmental ASB Memorandum Of Understanding (MoU) COMS2629_15 (New)	Streamline case management system for cross departmental cases	Communities Environmental Health	Head of Environmental Health, Licensing and Private Sector Housing Head of Communities and Community Safety Communities and Crime Manager March 2029	Streamlining ASB cases between departments. Prevention of ASB cases being delayed due to confusion over responsibilities. Prevention of complaints.
Produce a Residents Domestic Abuse Policy in line with DAHA (Domestic Abuse Housing Accreditation) COMS2629_09 (New)	Deliver an efficient and effective service for residents	Communities DAHA	Head of Communities and Community Safety March 2026	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce a Staff Domestic Abuse Policy in line with DAHA (Domestic Abuse Housing Accreditation) COMS2629_13 (New)	Deliver an efficient and effective service for staff	Communities DAHA	Head of Communities and Community Safety March 2026	Within existing resources and budgets

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	Action	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
Budget Implications		-	-	-
-				
Efficiencies Generated				
Reduction in ASB cases relating to subjects of PSPO's	COMS2629_07	(20,000)	(20,000)	(20,000)
Reduction in time taken to manage cross departmental ASB cases	COMS2629_15	(10,000)	(10,000)	(10,000)
-				
New business/increased income				
Funding applied for as they become available	Funding bids	(60,000)	(40,000)	(40,000)
Actions to in work from partner agencies	BCRP_	(30,000)	(30,000)	(30,000)
-				
Net Change in Revenue Budgets		NOTE*	NOTE*	NOTE*

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

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 contribute effectively to dealing with crime and disorder	Ensure due regard is paid, and adequate resources are made available to effectively deal with crime and disorder
Failure to produce fit for purpose Food Service Plan	Ensure fit for purpose Food Service Plan is produced in timely manner and make adequate resources available to implement
Failure to comply with relevant domestic and European legislation	Close working with Legal Section to ensure compliance with current legislation

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
Review Policies BCRPASB_29 BCRPASB_30 COMS2629_16 COMS2629_05.1 COMS2629_10 BCRPSMA_12 COMS2629_04 BCRP2629_07 COMS2629_03 COMS2629_14 COMS2629_12 COMS2629_13 COMS2629_09	Vulnerable residents unprotected Not compliant with duty	Yes – Risks 2, 7, 13, and 21	Lead officers identified
Consult, Review and renew PSPO's COMS2526_01	Insufficient response to consultation	Yes – Risks 2, 7 and 13	Lead officers identified

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Develop and deliver a multi-agency partnership Action Plans COMS2224_08a BCRP_	Partners disengage Actions not delivered	Yes – Risks 2, 13 and 21	Lead officers identified partnerships supported
Renew Hate Crime Pledge, Fraud Covenant and White Ribbon Accreditation COMS2627_11 BCRPFRAUD_01 COMS2629_08a BCRPMS_01	Pledge not approved	Yes – Risks 7, 13 and 21	Lead officer identified features within work plan
Review the resource allocated to Licensing Enforcement COMS2528_03	Failure to appropriately monitor and regulate activities requiring a licence	Yes – Risks 2, 7 and 13	Lead Officers identified. Review the risk based proactive monitoring programme for licensed premises and ensure appropriate response to concerns about licensed and unlicensed activities

Risks as extracted from the Strategic Risk Register as at February 2026:

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

Risk 7: Not complying with legislation

Risk 12: Failure to engage with partners/community to implement the Broxtowe Borough Partnership Statement of Common Purpose

Risk 13: Failure to contribute effectively to dealing with crime and disorder

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

The latest Strategic Risk Register is available in full at

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