

Community Safety Business Plan 2025–2028

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 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
Nottinghamshire Police and Crime Plan 2021 – 2025	<p>Sets out the Police and Crime Commissioners strategic priorities for dealing with crime. These are</p> <ul style="list-style-type: none"> • Protecting people from harm • Helping and supporting victims • Tackling crime and antisocial behaviour • Transforming services and delivering quality policing 	2025	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 awaited	Home Office
Nottinghamshire Safeguarding Adults Board Interim Strategic Plan 2022 – 2025	<p>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</p> <p>Interim plan in place due to pandemic</p>	2025	Independent Chair of Nottinghamshire Health and Wellbeing Board
Broxtowe Safeguarding Children Policy 2022 – 2025	Outlines the Council's and its employee's responsibilities and procedures in relation to safeguarding children	2025	Head of Communities and Community Safety
Broxtowe Safeguarding Adults Policy 2022 – 2025	Outlines the Council's and its employee's responsibilities and procedures in relation to safeguarding adults	2025	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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Statement of Licensing Policy	Declares the Council's policies under its Licensing Act 2003 duties	2029	Licensing Manager
Broxtowe Gambling Licensing Statement	Outlines the Council's policies under its Gambling Act 2005 duties	2025	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	Head of 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 2025	Head of Environmental Health, Licensing and Private Sector Housing and Private Sector Housing Manager
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	2025	Head of Environmental Health, Licensing and Private Sector Housing

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
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
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 2022 - 25	Sets out how the Nottingham and Nottinghamshire Violence Reduction Partnership will work with communities to prevent violence and reduce its harmful impacts	2025	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, 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 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 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
All crime (ComS_001)	6,358	7,162	7,123	
No. of burglary at dwellings (ComS_007)	291	376	408	Burglary at Dwellings now includes Shed Burglary, Garden Thefts and Burglary from Commercial Premises
No. of vehicle crimes (ComS_008)	494	579	460	Data includes theft of a vehicle, theft from a vehicle and vehicle interference with a vehicle
No. of incidents of robbery (ComS_009)	53 (revised January 2023)	71	68	From 2022 data includes both personal robbery and from business premises so isn't a comparison with previous years
Total violence (with injury) (ComS_010)	2,191	2,279	2,210	
ASB Incidents (police) (ComS_011)	2,185	2,139	1,975	Incidents of ASB reported by multiple persons are recorded as separate incidents Incidents may be double counted as incidents reported to the Police and Council are recorded as separate incidents

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
ASB cases received by Environmental Health (ComS_012)	433	438	412	
ASB cases received by Housing Division (general housing) (ComS_013)	84	92	134	
ASB cases received by Communities (ComS_014)	46	60	103	2022 onward increase due to recording of all ASB cases including those transferred from the Police
Hate crime incidents reported in Broxtowe (ComS_020)	99	72	110	Incidents of ASB 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)	153	181	161	
Repeat high risk cases of domestic violence in Broxtowe reported to South Nottinghamshire MARAC (ComS_024b)	27	67	39	Uplift in 2022/23 figure may be due to changes in domestic abuse support agencies assessment of risk
High risk cases of domestic violence in Broxtowe reported to South Nottinghamshire MARAC which are repeats (%) (ComS_024)	18%	37%	24%	Uplift in 2022/23 figure may be due to changes in domestic abuse support agencies assessment of risk
Domestic Crime (incidents and crime) reported in Broxtowe (ComS_025)	789	1,150	1,060	Following a Home Office Review Domestic Crime recorded now 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)	3	1	2	
Public Spaces Protection Orders made (ComS_029)	0	0	10	All public space protection orders reviewed and renewed 19 April 2023. Next renewal due April 2026

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Injunctions imposed as a result of Council action (ComS_016)	1	0	1	
Time for ASB incidents reported to Environmental Health to be closed: <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) 	343 40 33	327 28 29	324 34 26	Cases run over year endings so data is not equal to the cases reported in any given year
Time for ASB incidents reported to Housing to be closed: <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) 	73 18 10	66 20 7	93 20 5	Cases run over year endings, so data is not equal to the cases reported in any given year
Time for ASB incidents reported to Community Safety to be closed: <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) 	36 18 1	41 7 1	106 3 7	Cases run over year endings, so data is not equal to the cases reported in any given year
Individuals discussed at ASB multi-agency panel (ComS_017)	21	7	21	

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
<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	0	4	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>	13	11	5	
<p>Community Protection Notices served by the Council (ComS_019a)</p>	5	1	12	

Environmental Health

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Food business Inspections (ComS_038)	1,072	560	442	Number of programmed inspections due fluctuates due to different risk bandings and frequencies. All those targeted were completed; with only some unrated premises being carried forward, many of which had not started trading in 2023/24.
Food business re-inspections (ComS_039)	13	8	41	Visits undertaken in accordance with government guidance. Includes visits that are requested by the food business operator (of which there were 16 in 2023/24) and not visits the Council has prioritised for follow up.
Food establishments subject to formal enforcement actions - Written Warnings (ComS_040)	1,000	271	255	
Food complaints/service requests (ComS_041)	238	182	146	These relate to service requests and are in addition to the proactive advice provided to new business operators
Infectious disease notifications investigated (ComS_042)	12	32	43	2023/24 A wide range of different notifications of food borne illness investigated
Health & Safety Inspections (ComS_043)	33	23	31	Excludes inspections of licensed premises such as massage and special treatments
Health & Safety complaints/service requests (ComS_044)	68	21	50	Excludes Statutory accident notifications
Health and Safety accidents (ComS_045)	36	38	33	
Licensing/Registration actions (ComS_046)	307	386	350	High demand for changes, renewals and new licensing and registration activities. Participation in a licence review/hearing
Pollution complaints (including noise) (ComS_047)	669	651	708	Includes all Environmental Health anti-social behaviour cases (see ComS_012)

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Traveller encampments in the Borough (ComS_089)	5	3	4	
Traveller encampments on Council owned land (ComS_089b)	2	3	3	

Licensing

Service Data Description	Actual 2021/22	Actual 2022/23	Actual 2023/24	Comments including benchmarking data
Licences processed (ComS_065)	1,058	1,048	1,079	
Licensing Act premises inspected (ComS_066)	49	51	50	
Gambling Act premises inspected (ComS_067)	1	5	10	
Other premises visited (ComS_068)	6	5	5	

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 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe Nottinghamshire Police (ComS_011)	2,185	2,139	1,975	1,900	1,850	1,800	Head of Communities and Community Safety Incidents of ASB reported by multiple persons are recorded as separate incidents Incidents 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)	433	438	412	400	400	400	Head of Environmental Health, Licensing and Private Sector Housing
Reduction in ASB cases reported in the Borough to Housing (ComS_013)	84	92	134	100	100	100	Housing Operations Manager Previously Housing cases only included General Needs but from 2024/25 Independent Living is also be included, which may see an increase in cases.
Reduction in ASB cases reported in the Borough to: Communities (ComS_014)	46	60	103	60	60	60	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 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	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)	18%	37%	24%	22%	20%	20%	Head of Communities and Community Safety
Domestic abuse reported in the borough (ComS_025)	789	1,150	1,060	1,100	1,100	1,100	From 2022 data includes domestic related Criminal Damage, Arson, Theft, Robbery, Stalking, Malicious communication, Sexual Offences, Harassment, Controlling or Coercive behaviour and Racially or Religious Aggravated Harm so will remain high. Target includes encouraging reporting
Residents surveyed who feel safe when outside in the local area after dark (%) (ComS_033)	60.4%	57.7%	62.2%	80%	80%	80%	Head of Communities and Community Safety Nottinghamshire Police and Crime Commissioner Resident's Survey – this is for the county area Anxiety within the population is increasing which will have an impact on the result

Reduce Drug and Alcohol Use (CS3)

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number of residents referred to Substance Misuse Support Services (CGL) (ComS_100) (New)	341	383	400	420	430	450	Head of Communities and Community Safety New performance indicator 2025/26 Increasing target
All crime (ComS_001)	6,358	7,162	7,123	7,000	7,000	7,000	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 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	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)	433 79%	438 75%	412 79%	400 82%	400 82%	400 82%	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)	84 87%	92 72%	134 69%	100 85%	100 85%	100 85%	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)	46 78%	60 68%	103 103%	60 70%	60 70%	60 70%	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

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Residents feeling people from different backgrounds get on well (ComS_101) (New)	53%	62%	62%	90%	90%	90%	Head of Communities and Community Safety Annual survey of the Police and Crime Commissioner for Nottinghamshire
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)

[illegible]

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner and Comments (incl. benchmarking)
Number of pro-active liquor licensing inspections (ComS_093a)	49	51	50	40	40	40	Licensing Manager
Number of pro-active hackney / private hire inspections (ComS_093b)	21	21	50	25	25	25	Licensing Manager
Number of other licensing pro-active inspections (ComS_093d)	4	5	5	5	5	5	Licensing Manager
Number of pro-active animal licence inspections (ComS_097)	6	15	8	10	10	10	Head of Environmental Health, Licensing and Private Sector Housing

4. Key Tasks and Priorities for Improvement 2025/26 – 2027/28 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
Implement the Broxtowe Crime Reduction Plan (including E-scooters and off road bikes) 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 November 2026	Some activity dependent on resources being allocated by Police and Crime Commissioner The plan draws in approx. £43k in in kind contributions from partners
Produce and implement a new Broxtowe Crime Reduction Plan (including ASB action 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 2027	Some activity dependent on resources being allocated by Police and Crime Commissioner The plan draws in approx. £43k in in kind contributions from partners

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review and update ASB documentation BCRPASB_27	Deliver an efficient and effective service for residents		Communities and Crime manager March 2026	Within existing resources and budgets
Create Poster/Signage for E-Scooters, Cycles and Off Road Bikes BCRPASB_28	Increased safety for users of High Road Beeston and hot spots throughout Borough	Police	Communities and Crime manager ASB Enforcement officers March 2026	Within existing resources and budgets
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
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

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
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 2026	Within existing resources and budgets
Produce and deliver South Notts Community Safety Partnership Serious Violence Response Plan COMS2527_01 (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
Create Joint Communities and Housing Repairs Sanctuary Database BCRPDA&V_15	New joint departmental sanctuary database to improve efficiency and effectiveness		Senior Communities Officer Violence and Domestic Abuse March 2026	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 COMS2526_05	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 2025	Within existing resources and budgets
Develop and distribute Home Target Hardening Infographic BCRPDA&V_16	Infographic of measures that can be taken to make homes more secure against unwanted entry reducing referrals	Police	Senior Communities Officer Violence and Domestic Abuse March 2026	Within existing resources and budgets
Consult, Review and renew PSPO's COMS2526_01	PSPOs renewed where appropriate and removed where not	Police	Head of Communities and Community Safety Communities and Crime Manager April 2026	Within existing resources and budgets unless extensions are proposed Work will commence in late 2024/25
Review Vulnerable Persons Policy COMS2324_05.1	Support vulnerable residents in the Borough		Head of Communities and Community Safety March 2027	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 COMS2224_08a	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 Sanctuary Scheme COMS2425_09	Provide security for survivors of Domestic abuse to enable them to continue to live in their own homes		Head of Communities and Community Safety Senior Communities Officer Violence and Domestic Abuse March 2026	Within existing resources and budgets
Renew Hate Crime Pledge BCRPHC_01	Reduce Hate Crime and improve reporting and support for victims in the borough	Police Hate Crime Partnership	Head of Communities and Community Safety Communities Officer Equalities and Diversity March 2026	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Deliver Modern Slavery Statement BCRPMS_01	Ensure compliance with the duty		Head of Communities and Community Safety September 2025	Within existing resources and budgets
Deliver Serious Violence Duty COMS2427_08	Ensure compliance with the duty	Police Office of the Police and Crime Commissioner Modern Slavery Partnership	Head of Communities and Community Safety Senior Communities Officer Violence and Domestic abuse March 2026	Within existing resources and budgets
Deliver PREVENT Duty COMS2427_09	Ensure compliance with the duty	Police Nottinghamshire County Council	Head of Communities and Community Safety March 2026	Within existing resources and budgets
Review and update the Adult Safeguarding Policy COMS2427_10	Deliver an efficient and effective service for residents040	County Council	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
Review and update the Child Safeguarding Policy COMS2427_11	Deliver an efficient and effective service for residents	County Council	Head of Communities and Community Safety March 2026	Within existing resources and budgets
Review and update the Hate Crime Policy COMS2427_12	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 Hate Crime Strategy COMS2427_13	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 COMS2427_14	Deliver an efficient and effective service for residents	Police	Head of Communities and Community Safety March 2027	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review Serious Violence and Violence Against Women and Girls Strategy COMS2324_03	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
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

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review Prevent Strategy COMS2528_01 (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
Review Domestic Abuse Policy BCRPDA&V_14	Deliver an efficient and effective service for residents	Juno Equation Nottinghamshire County Council	Head of Communities and Community Safety Senior Communities Officer Violence and Domestic Abuse 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 2026	Within existing resources and budgets

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce and implement a Broxtowe 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 2026	Some activity dependent on resources being allocated by Police and Crime Commissioner
Enhance existing substance misuse action plan to support countywide strategy and action plan COMS2528_02 (New)		Change Grow Live Health Licencing	Head of Communities and Community Safety Communities Officer Children and Young People Completion date subject to county plan being published	Some activity dependent on resources being allocated by Police and Crime Commissioner

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review the resource allocated to Licensing Enforcement ComS_2528_03 (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	Licensing income is ring fenced, any additional staffing should be met within existing resources

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	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Budget Implications				
Efficiencies Generated				
Broxtowe Crime Reduction Plan actions lever around £45k of work from partner agencies, although the extent of next year's potential grant is not yet known. Due to a restructuring of the CCTV and Surveillance team and reorganisation of functions, a saving of around £13,000 was generated.		(13,000)		
Funding will be applied for as it becomes available		-		
New business/increased income				
In recent years, Safer Streets funding has resulted in investment of £190,000 (2022/3) and £100,000 (2023/24). It is not yet known whether there will be a further Safer Streets fund initiatives.				
Net Change in Revenue Budgets	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
Produce and implement a Broxtowe Crime Reduction Plan BCRP	Partners disengage Actions not delivered Vulnerable residents unprotected	Yes – Risks 2, 12, 13 and 21	Lead officers identified Partnerships supported
Review and update ASB documentation BCRPASB_27	Inappropriate referrals	Yes – Risks 2, 13 and 21	Lead officers identified
Create Poster/Signage for E-Scooters, Cycles and Off Road Bikes BCRPASB_28	Vulnerable residents unprotected	Yes – Risks 13 and 21	Lead officers identified
Review ASB Policy (including ASD Action Plan) BCRPASB_29	Vulnerable residents unprotected	Yes – Risks 13 and 21	Lead officers identified
Review ASB Case Review Policy BCRPASB_30	Vulnerable residents unprotected Not compliant with duty	Yes – Risks 7, 13, and 21	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
School talks on ASB, White Ribbon and Healthy Relationships BCRPASB_17	Schools disengage	Yes – Risks 12 and 13	Lead officers identified
Create Joint Communities and Housing Repairs Sanctuary Database BCRPDA&V_15	Vulnerable residents unprotected Insufficient resources	Yes – Risks 2, 13 and 21	Lead officers identified
Develop and distribute Home Target Hardening Infographic BCRPDA&V_16	Information outdated Distribution limited	Yes – Risks 2, 13 and 21	Lead officer identified
Consult, Review and renew PSPO's COMS2526_01	Insufficient response to consultation	Yes – Risks 2, 7 and 13	Lead officers identified
Review Vulnerable Persons Policy COMS2324_05.1	Lead officer workload	Yes – Risks 2 and 21	Lead officers identified
Develop and deliver a multi-agency partnership White Ribbon Action Plan 2024 – 2027 COMS2224_08a	Partners disengage Actions not delivered	Yes – Risks 2, 13 and 21	Lead officers identified partnerships supported
Deliver Sanctuary Scheme COMS2224_09	Referrals mismanaged Repairs not completed Vulnerable residents unprotected	Yes – Risks 13 and 21	New procedures in place and officer cover for leave
Renew Hate Crime Pledge COMS2627_11	Pledge not approved	Yes – Risks 13 and 21	Lead officer identified features within work plan
Deliver Modern Slavery Statement BCRPMS_01	Lead officer workload Not compliant with duty	Yes – Risks 7, 13 and 21	Lead officer identified features within work plan
Deliver Serious Violence Duty COMS2427_08	Lead officer workload Not compliant with duty	Yes – Risks 2, 7, 13 and 21	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
Deliver PREVENT Duty COMS2427_09	Lead officer workload Not compliant with duty	Yes – Risks 2, 7, 13 and 21	Lead officers identified
Review and update the Adult Safeguarding Policy COMS2427_10	Lead officer workload Not compliant with duty	Yes – Risks 2, 13 and 21	Lead officers identified
Review and update the Child Safeguarding Policy COMS2427_11	Lead officer workload Not compliant with duty	Yes – Risks 2, 13 and 21	Lead officers identified
Review and update the Hate Crime Policy actions included in the crime prevention plan COMS2427_12	Vulnerable residents unprotected	Yes – Risks 13 and 21	Lead officers identified
Review and update the Adult Serious Organised Crime Strategy COMS2427_14	Lead officer workload	Yes – Risk 13	Lead officers identified
Review Serious Violence and Violence Against Women and Girls Strategy COMS2324_03	Vulnerable residents unprotected	Yes – Risks 2, 13 and 21	Strong Partnerships in place, lead officers identified
Renew Fraud Covenant BCRPFRAUD_01	Vulnerable residents unprotected	Yes – Risks 13 and 21	Lead officers identified
Review Sanctuary Policy BCRPDA&V_07	Vulnerable residents unprotected	Yes – Risks 13 and 21	Lead officers identified
Review Prevent Strategy COMS2528_01 (New)	Vulnerable residents unprotected	Yes – Risks 13, 7 and 21	Lead officers identified
Review Domestic Abuse Policy BCRPDA&V_14	Vulnerable residents unprotected	Yes – Risks 13 and 21	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
Create BLZ package for substance misuse (including nitrous oxide) BCRP-SMA-11	Vulnerable residents unprotected	Yes – Risks 13 and 21	Lead officers identified
Produce and implement a Broxtowe Drug and Alcohol Strategy to support the Countywide Strategy BCRP SMA - 12	Partners disengage Actions not delivered	Yes – Risks 2, 12, 13	Officers maintain strong relationships and ensure action plans reflect the aims of partners
Review the resource allocated to Licensing Enforcement COMS2528_03 (New)	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 2025:

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/finance/risk-management/>