

Housing Business Plan 2026–2029

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 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 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
- Regulate Housing effectively and respond to housing needs

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
Housing Strategy 2025-2028	Provides the plan for the future direction of the Housing Service and will incorporate the Engagement Strategy and Neighbourhood Strategy, which were previously stand-alone documents	April 2028	Assistant Director - Housing Services
Housing Revenue Account Business Plan	Summary of analysis of stock condition, current and future finances, priorities for action and targets for improvement	Updated annually	Assistant Director - 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 2022-2027	Plan for existing and future needs of homeless in Broxtowe. With a focus on homelessness prevention and rough sleeping	April 2027	Housing Operations Manager
Empty Homes Strategy 2025-2030	Sets out the Council's approach to bringing long term empty private dwellings back into use	March 2030	Head of Environmental Health, Licensing and Private Sector Housing
Broxtowe Anti-Social Behaviour Policy 2024-2027	Provides details on how the Council will tackle anti-social behaviour (ASB)	2027	Chief Executive
Housing Allocations Policy	Provides details on how the Council will allocate properties	September 2027	Housing Operations Manager
Tenure Policy	Sets out the tenancies that will be offered by the Council	April 2028	Housing Operations Manager
Income Collection Policy	States the clear guidelines which officers will work towards when recovering rent arrears	March 2029	Income and Housing Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Core Strategy	Strategic level planning document	2028	Assistant Director - Planning and Economic Development
Broxtowe Disabled Facilities Grants Policy	Details the Council's approach to dealing with Disabled Facilities Grants	2030	Head of Environmental Health, Licensing and Private Sector Housing
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	Assistant Director - Environment
Asset Management Strategy 2025 - 2030	Sets out the Council's approach to managing Council Housing Assets	December 2030	Deputy Chief Executive Assistant Director - Asset Management and Development
Policy on the use of civil penalties in Private Sector Housing enforcement	Introduced in 2021 and details the Council's approach to using Civil Penalties as a tool for dealing with private sector housing matters.	2026	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer

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 Strategic Housing Land Availability Assessment (SHLAA);
 - Making better use of statutory powers to bring forward housing development, including Compulsory Purchase

Housing Services and Strategy

- Housing Strategy
 - Monitor demand for affordable housing in different areas of the Borough
 - Monitor progress of the Housing Strategy
 - Work with registered providers and Homes England to increase development in the borough
- Home Ownership
 - Monitor and administer home ownership schemes such as Shared Ownership, First Homes and Discount Market Sale properties being delivered on new build sites.
- Performance
 - Monitor performance of the Housing Business Plan

Housing Operations

- Allocations
 - Provide information on housing need
 - Increase access to accommodation and enable people to access accommodation that meets their needs

Asset Management

- Capital Works
 - Undertake major refurbishment works and ensure all Council housing achieve the Decent Homes Standard
 - Implement retrofit work to reduce carbon emissions of housing stock, improve warmth and reduce damp and mould
 - Carry out upgrades to central heating provision, energy efficiency, structural remedial works to achieve and maintain the Decent Homes standard
 - 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
 - Improving the standard of privately rented properties

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

- Tenancy Services
 - 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 based on an up to date stock condition survey including safety and energy efficiency measures for HRA stock, and achieve the Decent Homes Standard and including Estate Assets
 - Commission and ensure completion of the asbestos surveys and asbestos management plans for council housing stock
 - Commission and ensure the completion of fire safety risk assessments for all Council housing and directly undertake or commission work to address the completion of fires risk mitigation actions
 - Undertake annual inspections of fire doors for communal area and flats within housing blocks to ensure they are in adequate state of repair and are user friendly

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
 - Undertake work to address the completion of fire risk assessment mitigation actions
 - Complete an effective system of inspections including post inspections
 - Provide high standard of inspections for electrical testing including full compliance with EICR, legionella and lift servicing
 - To undertake Sanctuary Housing Assessments and carry out Sanctuary repairs

Housing Services and Strategy

- 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
- Home Ownership
 - 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
 - Coordinate Sanctuary applications for tenants

Private Sector Housing

- Private Sector Housing
 - Ensure that dwellings in the private sector are free of hazards which pose a risk to the occupants
 - Ensure that dwellings privately rented meet the minimum energy efficiency standards
 - Ensure that dwellings privately rented meet the provisions of the new renter's reform legislation as implemented
 - Licence appropriate Houses in Multiple Occupation and ensure they are properly managed
 - Carry out an annual inspection of the licensed residential caravan park sites

Objective (Ho3) – Regulate Housing effectively and respond to housing needs

Asset Management and Development

- Capital Works
 - Implement Capital Investment Programme based on an up to date stock condition survey including safety and energy efficiency measures for HRA stock, and achieve the Decent Homes Standard
 - Retrospective adaptations to meet tenants needs to enable them to remain in their own homes

Communities Team

- Communities Team
 - Work with Housing Repairs to offer the Sanctuary Scheme to Broxtowe residents

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
- Tenancy Services
 - 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

Housing Services and Strategy

- Performance
 - Complete regulatory returns and monitor compliance with the Regulator of Housing's Consumer and Economic Standards

Income

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

Planning Policy

- Planning Policy Team
 - Ensure planning policy makes appropriate provision for different types of housing need in different location

Private Sector Housing

- Facilitate adaptations to the homes of disabled people in the private sector
- Regulate private sector housing through enforcement of relevant legislation
- Consider further licensing for privately rented properties
- Address damp and mould and other hazards in the private sector

3. Measures of Performance and Service Data

Context – Baseline Service Data

Service Data / Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
Homelessness applications received (HSDData_01)	352	367	272	The 2024/25 figure is lower than previous years due to a system change. These figures are from 11 June 2024 onwards.
Housing advice interviews undertaken (HSDData_03)	479	722	592	The 2024/25 figure is lower than previous years due to a system change. The figure for 2024/25 is from 11 June 2024 to 31 March 2025.
Homelessness acceptances (HSDData_02)	130	254	204	The 2024/25 figure is lower than previous years due to a system change. The figure for 2024/25 is from 11 June 2024 to 31 March 2025.
Lifeline Customers (HSDData_05)	795	796	798	There were 320 new customers during 2024/25.
ASB cases (HSDData_07)	112	134	159	Equates to 30.66 cases per 1,000 properties, which sits between Housemark's Q1 and Median year-end annualised figures for UK Wide Peer Group: <ul style="list-style-type: none"> • Upper quartile = 21.90 • Median = 37.58 • Third quartile = 52.74
Properties sold under Right to Buy (HSDData_08)	27	16	15	During 2024/25, 15 properties were sold under Right to Buy.
Flats sold on a lease under Right to Buy (HSDData_09)	10	8	4	Of the 15 properties sold under Right to Buy, 4 were flats.
Housing applications received (HSDData_11)	1,245	1,679	2,250	This figure has increased, as all applicants had to re-register on the new Homechoice system during 2024/25.

Service Data / Description	Actual 2022/23	Actual 2023/24	Actual 2024/25	Comments including benchmarking data
Tenancies allocated (HSData_12)	373	310	267	There was a reduction in the number of properties let during the year, due to a decrease in tenancy turnover.
Repair requests (HSData_13)	14,776	13,741	13,109	The figure does not include compliance checks booked by the Council
Number of Council Properties (HSData_22)	4,358	4,364	4,379	Increase in 17 properties, due to more properties being built or acquired than sold through the right to buy.
Evictions for ASB (HSData_24)	0	1	1	
Notices of Seeking Possession (NOSP) served for ASB (HSData_25)	1	0	1	
General Needs Units (HSData_27)	3,252*	3,247	3,261	*This figure was adjusted from 1 April 2022 to take into account re-designated properties
Independent Living Units (HSData_28)	1,106**	1,117	1,120	**This figure was adjusted from 1 April 2022 to take into account re-designated properties
Leaseholders (HSData_29)	309	316	320	
Council Garages (HSData_30)	828	789	789	
Shared Ownership Units (HSData_32) (New)	0	0	4	In 2024/25 the Council took ownership of the first properties for Shared Ownership
Five-year HMO Licences issued annually (HSData_31)	83	67	95	There was a peak in licence applications in 2022/2023 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). Licences are usually issued for 5 years.
Evictions for rent arrears (FRData_32)	0	3	0	
Notices of Seeking Possession (NOSP) served for rent arrears (FRData_36)	37	78	75	

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	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net additional homes provided (NI154)	332	512	446	430	629	629	Assistant Director - Planning and Economic Development The target has increased significantly as it is based on the Government's 'Standard Method' housing target of 629 homes per year. This target is updated by the Government annually
New Council houses built or acquired (HSLocal_39)	6	25	44	23	45	45	Assistant Director - Housing Services 44 properties were acquired into the Housing stock in 2024/25 consisting of 11 buy backs; 26 new builds (including four Shared Ownership properties); and seven existing homes acquired by the Development team, including four sitting tenants

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)
Overall satisfaction with the service provided (HSTOP_01)	71%	66%	71%	79%	79%	80%	<p>Assistant Director - Housing Services</p> <p>This figure is available annually and is calculated from the Tenant Satisfaction Measures Survey.</p> <p>Housemark benchmarking based on the Central Local Authorities and ALMOs peer group:</p> <ul style="list-style-type: none"> • Upper quartile = 77.6% • Median = 70.7% • Lower quartile = 63.5% <p>Most landlords are having a decline in satisfaction rates. New target is still aiming for top quartile performance.</p>
Gas safety (HSTOP_02)	99.4%	99.8%	99.8%	100%	100%	100%	<p>Housing Repairs and Compliance Manager</p> <p>During 2024/25, 4,113 out of 4,123 were serviced on time with 10 being completed out of compliancy.</p> <p>Housemark benchmarking (Local Authorities and ALMOs with less than 10,000 properties nationally):</p> <ul style="list-style-type: none"> • Upper quartile = 100% • Median = 99.8% • Lower quartile = 99.5%

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)
Legionella compliancy (HSLocal_33)	100%	100%	100%	100%	100%	100%	Housing Repairs and Compliance Manager Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 87% of landlords
Lift checks compliancy (HSLocal_43)	-	93.4%	95.4%	100%	100%	100%	Housing Repairs and Compliance Manager One scheme out of 15 was completed out of time by three weeks (in April 2024). Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 89% of landlords
Asbestos compliancy (HSLocal_44)	-	14.5%	100%	100%	100%	100%	Assistant Director - Asset Management and Development Housemark year-end analysis, for 2024/25, of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 78% of landlords Remedial works to be funded from Capital budget.

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)
Blocks and schemes with a Fire Risk Assessment (HSLocal_45)	-	70.2%	100%	100%	100%	100%	Assistant Director - Asset Management and Development Housemark year-end analysis of monthly pulse data based on the Central Local Authorities and ALMOs peer group: <ul style="list-style-type: none"> • Median – 100% • Fully Compliant – 81% of landlords Remedial works to be funded from Capital budget.
Electrical compliancy (HSLocal_29)	80.0%	89.1%	95.5%	100%	100%	100%	Housing Repairs and Compliance Manager Housemark benchmarking of Local Authorities and ALMOs with less than 10,000 properties nationally <ul style="list-style-type: none"> • Upper quartile = 99.4% • Median = 98.4% • Lower quartile = 95.1%

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)
Rent collected as a percentage of the rent owed (BV66a)	100.8%	100.2%	99.5%	99%	99%	99%	Income and Housing Manager Achieved an arrears figure of £182k as at 31 March 2025 which is higher than the previous arrears at 31 March 2024 (£153k). The 2024/25 rent year included an extra week due to the number of Mondays in the year, which was not covered by the DWP.
Homelessness cases successfully intervened or prevented rather than relieved/a main duty being accepted (HSlocal_42)	71.3%	82.7%	78.4%	70%	70%	70%	Housing Operations Manager The Housing Options team have successfully intervened or prevented an average of 78.4% of cases over 2024/25, which is a decrease of 4.3% from 2024/25. The team intervened or prevented 470 instances in which households had a threat of homelessness.

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)
Supply of ready to develop housing sites (NI159)	100%	100%	100%	100%	100%	100%	Assistant Director - Planning and Economic Development
Residential Planning Commitments (DSData_20)	1,717	831	1,082	950	950	950	Assistant Director - Planning and Economic Development
Affordable homes provided (NI 155)	68	79	64	85	85	85	Assistant Director - Planning and Economic Development
Void Rent Loss (HSLocal_03a)	-	£239k	£245k	£350k	£250k	£200k	Housing Operations Manager The cumulative total of rent loss since April 2024 is £244,519. There has been a total of 19,363 void days since April 2024. This is a reduction of 2,500 days on the 2023/24 figure.
Average Relet Time – General Needs (HSTOP_03)	88 days	63 days	51 days	20 days	28 days	20 days	Housing Operations Manager
Average Relet Time – Independent Living (HSTOP_03a)	170 days	45 days	72 days	40 days	42 days	40 days	Housing Operations Manager
Reactive repairs - appointments kept (HSLocal_BM05)	96.2%	97.7%	99.0%	98%	98%	99%	Housing Repairs and Compliance Manager During 2024/25 12,972 appointments were kept out of 13,376 appointments made.

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)
Total number of nights bed and breakfast accommodation is used (HSLocal_46)	-	-	-	1,400	1,000	500	Housing Operations Manager New performance indicator 2025/26. Target based on total of 788 nights from April 2024 – September 2024. Working to achieve a 10% reduction.
Number of cases closed in the last 3 months where a property has been returned to occupation (HSLocal_11) This is the number returned to use with intervention from the Private Sector Housing Team; which may include at least one of the following actions: <ul style="list-style-type: none"> • Correspondence by letter/ email/ meeting/ telephone with person responsible – this includes providing general or bespoke advice • Visit to assess property (external or internal) • referral to other department or other organisation (e.g. Building Control, NCC Highways, NCC deputyship team) • Enforcement action 	26	34	18	24	24	24	Head of Environmental Health, Licensing and Private Sector Housing Review of PI undertaken 2023/24 - title refined further. Updated from "Identify six Private Sector dwellings each quarter to implement a plan to return into occupation" This PI includes the Policy Requirement to identify 5 properties where partnership working is required to resolve long standing issue preventing re-occupation. In addition, this covers the work in the Empty Properties Strategy.

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)
Current tenant arrears as a percentage of the annual rent debit (HSLocal_37)	1.0%	0.9%	0.9%	2.0%	1.8%	1.6%	Income and Housing Manager Housemark benchmarking (Local Authorities and ALMOs with less than 10,000 properties nationally): <ul style="list-style-type: none"> • Upper quartile= 1.3% • Median = 1.9% • Lower quartile = 2.5%
Void Garages as percentage of let-able garages (HSLocal_32)	1.6%	9.1%	9.3%	12%	10%	5%	Housing Services and Strategy Manager During 2024/25, 33 garages were let and 52 garage tenancies were terminated. At the end of March 2025, 55 garages were ready to let. The total garage stock is 789.
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
Proactive HIMO inspections (ComS_098)	57	94	137	40	40	40	Head of Environmental Health, Licensing and Private Sector Housing A more intense programme of visiting a proportion of licensed properties in 2024/2025 commenced prioritising specific properties and licence holders to assess compliance with licence conditions.

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 empty property notifications received in the last three months (ComS_099)	-	Baseline of 32 cases per annum	58	No target - tracking indicator	No target - tracking indicator	No target - tracking indicator	Head of Environmental Health, Licensing and Private Sector Housing New Performance Indicator 2024/25. Baseline of 32 cases per annum This reports the number of service requests received for empty properties, that represent the number of new cases per quarter.
Number of outstanding Asbestos remedial actions (AMDLocal_02)	-	-	59	0	0	0	New performance indicator 2024/25. Asbestos data is held on an external portal, working towards an internal system, and the data is validated annually. An interim solution is in place to alert operatives to the presence of asbestos.
Proportion of homes (with communal areas) for which all required fire risk assessments have been carried out (%) (AMDLocal_03)	-	-	-	100%	100%	100%	New performance indicator 2025/26 All blocks have had an FRA completed, reviewed and reinspected by a single contractor. In addition, an IT system is now in place which has resulted in us more accurate records to be maintained. Remedial works from inspections are ongoing through a procured contractor and there are no high risk items at present.

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 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	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Refresh and 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 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

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Energy Efficiency Schemes CP2326_01b	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 Wave 3 (expected £3m grant over 3 years) and ECO4	Assistant Director - Asset Management and Development 2027 in line with Council Net Zero Target	Preparing to submit application for the next round of Grant Bids. All SAP C properties included in the initial proposed schedule have been removed and replaced with D and below. Work to identify high-cost properties, to allow a full appraisal ahead of investment, has begun.
Implement Housing Strategy 2025-2028 HSG2427_01.1	To achieve actions to help support the corporate plan priorities, for all housing services including our landlord services	Improvements to be delivered in-house, with support from partner agencies	Assistant Director - Housing Services Housing Services and Strategy Manager March 2028	Most actions can be completed using existing budgets. Actions in the later years of the strategy may require additional budget which will be considered each year as part of the business planning process.
Implement Housing Improvement Board Performance Improvement Plan HSG2427_02	To improve the services of the Housing Repairs and Capital Works team	Support required from interim external project management	Assistant Director - Housing Services Assistant Director - Asset Management and Development March 2027	Improvements in processes should achieve efficiency savings. Work to automate delivery streams, move away from spreadsheet / manual intervention.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
<p>Consider whether an additional licensing scheme for private rented dwellings would be appropriate COMS2427_02</p>	<p>Determine whether the evidence exists to meet the criteria for the implementation of an additional property licensing scheme or an extension of the Article 4 for HMO's or the introduction of the Renters Reform legislation will address the key concerns in private rented property standards</p>	<p>Not applicable</p> <p>Procurement of support for evidence may be required</p>	<p>Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer</p> <p>Scrutiny review of extension to Article 4 for HMO's being led by Planning</p> <p>Initial scoping exercise by end January 2026</p> <p>Ongoing work in 2026/27</p>	<p>A review of Article 4 expansion for HMO's will commence November 2025. Discussions on the scope of an additional licensing scheme have begun. A private sector housing stock condition exercise has been procured to assist in this process. Ongoing work on the Housing Strategy is relevant to any consideration of a need for additional licensing. New requirements to regulate social housing providers is also being reviewed. The Renters Rights legislation is also likely to address one of the key benefits of an additional licensing scheme – identifying such properties that may require intervention.</p>

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce a policy on HIMO licensing if necessary COMS2427_03	To provide a framework to support the existing procedures for HMO Licensing	Not applicable	Head of Environmental Health, Licensing and Private Sector Housing Senior Private Sector Housing Officer March 2026 Ongoing work in 2026/27	Approach to enforcement of HMO Licensing is addressed through the existing Housing Civil Penalty and Corporate Enforcement Policies. To be met within existing resources if required. The review of HIMO licensing and processes to support development of a policy on HIMO was deferred by the Policy Overview Working Group in March 2025. Currently the enforcing of HIMO Licensing is covered by the Corporate Enforcement Policy and the Civil Penalty Policy.
Implement Asset Management Strategy 2025 - 2030 AMD2629_01 (New)	To achieve actions to help support the corporate plan priorities and housing strategy in relation to Asset Management	Improvements to be delivered in-house, with support from partner agencies	Assistant Director - Asset Management and Development December 2030	Based on information from recent stock condition survey. Most actions can be completed using existing budgets. Actions in the later years of the strategy may require additional budget which will be considered each year as part of the business planning process.

The shadowed rows indicate reduction impact on Climate Change and Green Futures

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				
Social Housing Decarbonisation, funded through DESNZ grant and Council co-funding	CP2326_01b	£2,000,000	£2,000,000	£2,000,000
Additional funding required to meet requirements of legislation regarding Asbestos (including surveys and remedial works)	CP2528_02	£620,000	£620,000	£620,000
Additional funding required to meet requirements of legislation regarding Fire Safety Risk Assessments (including surveys and remedial works)	CP2528_03	£2,000,000	£2,000,000	£2,000,000
Efficiencies Generated				
Reduced rent loss due to improvements in void processes	HSLocal_03a	(£50,000)	(£50,000)	(£50,000)
Reduced rent arrears due to effective use of RentSense system	BV66a	(£5,000)	(£50,000)	(£50,000)
New business/increased income				
Homes England grant funding		To be determined	To be determined	To be determined
Increase in recharges	HS2225_05**	(£10,000)	(£10,000)	(£20,000)

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
New business/increased income (continued)				
Income from new shared ownership units (predication based on likely handover date of future schemes and estimated rent)	HS1922_02	(£22,000)	(£50,000)	(£50,000)
Income from new rental units – both new build and acquisition (predication based on likely handover date of future schemes and estimated rent)	HS1922_02	(£279,000)	(£300,000)*	(£300,000)
Net Change in Revenue Budgets		*Note	*Note	*Note

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

The green-shaded rows in the table indicate potential positive carbon reduction impacts, aligned with the Climate Change and Green Futures Strategy.

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 deliver a Housing Repairs and Compliance Service which meets Right to Repair and Compliance legislation	Self assessment to ensure that the Housing Service meets the requirements of legislation and the Regulator of Social Housing Consumer Standards
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
Refresh and implement 10 year housing new build delivery plan HS1922_02	Number of units identified in the plan are not delivered	Yes - Risks 2, 3, 8 and 20	Housing Delivery Group established to monitor progress and address any issues
Implement Housing Strategy 2025 - 2028 HSG2427_01.1	Failure to meet the requirements of the strategy due to vacant posts	Yes – Risks 2 and 20	Effective recruitment to minimise vacancies
Implement Housing Improvement Board Performance Improvement Plan HSG2427_02	Failure to implement agreed actions in the Performance Improvement Plan	Yes – Risks 3 and 3a	Monthly meetings of the Housing Improvement Board
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 Asset Management Strategy 2025 – 2030 AMD2629_01 (New)	Failure to meet the requirements of the strategy due to vacant posts	Yes – Risks 2 and 20	Permanent recruitment to key posts

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Number of outstanding Asbestos remedial actions AMDLocal_02	The Council's Assets are not achieving the require standard	Yes – Risk 7 and Risk 21	Programme works to remediate fire safety risks for the Council's assets
Proportion of homes (with communal areas) for which all required fire risk assessments have been carried out (%) AMDLocal_03	The Council's Assets are not achieving the require standard	Yes – Risk 7 and Risk 21	Undertake Asbestos Surveys and agree management plans for the Council's assets
Energy Efficiency Schemes CP2326_01b	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 February 2026:

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

Risk 3: Failure to deliver the Housing Revenue Account (HRA) Business Plan

Risk 8: Failure of Financial Management and/or budgetary control

Risk 20: Inability to recruit and retain employees 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 and vulnerable adults etc.

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

The latest Strategic Risk Register is available in full at

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