



CORPORATE PLAN

2025-2029



**BOROUGH OF
BROXBOURNE**

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FOREWORD



The last four years were a time of significant change for the Borough of Broxbourne. Approval of the new Local Plan kickstarted development on several major housing and commercial sites, such as Rosedale Park and the Google data centre in the growth corridor being created along the southern section of the A10. The successful bid for £14.3m in Levelling Up funding has enabled the Council to carry out a long-planned transformation of the public realm in Waltham Cross town centre. At the same time, there has been a renewed focus on customer service, enhancement of the Borough's parks and sustainability initiatives.

Attracting inward investment and encouraging economic development to provide well-paid, locally accessible jobs will continue to be a main objective. Bringing forward the scheme for a new town centre and associated garden village at Brookfield alongside the Council's partners will remain a priority, with the ambition being to make a start on site during the life of this Plan.

The Council has one of the most ambitious capital programmes experienced in 50 years of existence. However, in the context of a challenging financial climate, the watchwords for the next four years to be covered by this Corporate Plan are therefore delivery and consolidation. Ensuring that local residents benefit from the new housing and the job opportunities being created is a key aim.

There are three corporate priorities in the Corporate Plan, reflecting different aspects of delivery required:

A thriving economy: Ensuring delivery of key development projects; creating wealth through new and growing local businesses; supporting residents, particularly young people.

An attractive, safe and sustainable environment: Delivering a green, clean, safe and pleasant environment for Broxbourne residents, whilst providing the housing and leisure facilities that they need; encouraging sustainable living for the benefit of future generations, whilst caring for the health and wellbeing of current residents.

An effective Council: Maintaining a sound financial position, using digital technology and business practices to maximise the quality, effectiveness and efficiency of services, consulting residents, and ensuring a workforce equipped to deal with changing ways of working.

The future for Broxbourne is exciting and this Corporate Plan will help the Council deliver the benefits for local residents.



Councillor Mark Mills-Bishop

Leader of the Council
Borough of Broxbourne

PROFILE OF THE BOROUGH OF BROXBOURNE

The Borough of Broxbourne is in southeast Hertfordshire, adjoining London to the south and Essex to the east. It has an area of 52 square kilometres and a population of around 100,000 (Office for National Statistics (ONS) 2023). The largest towns are Cheshunt, Hoddesdon and Waltham Cross.



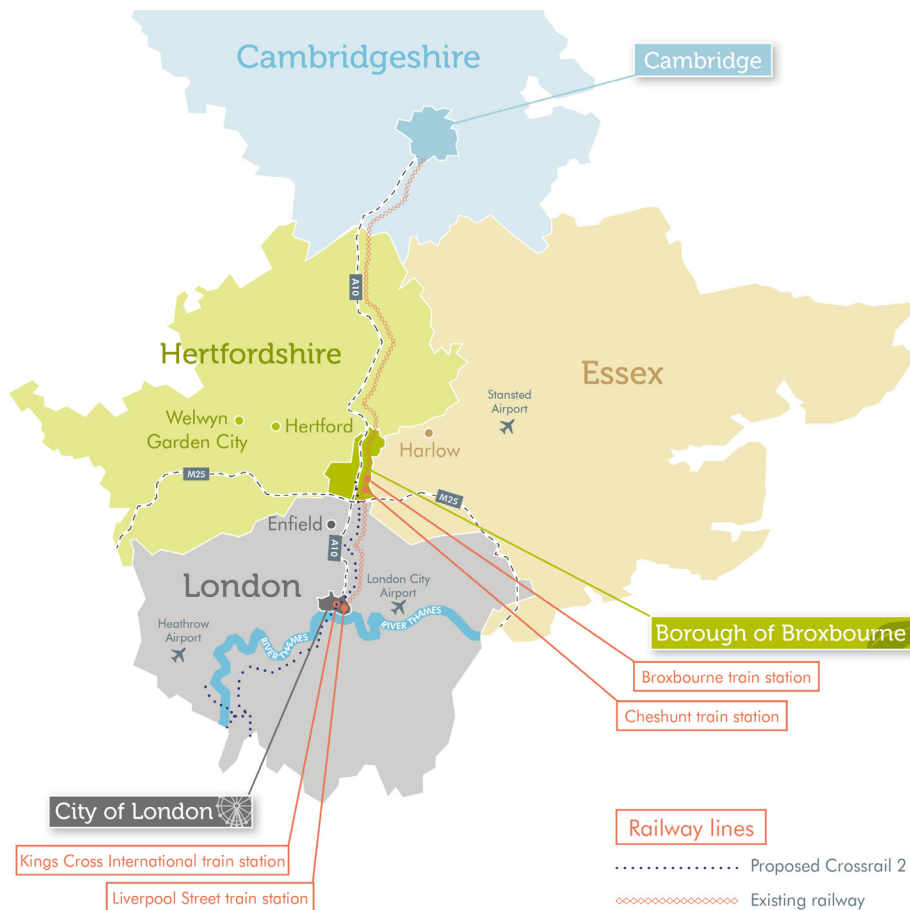
The people of Broxbourne

The population is relatively diverse, with the 2021 Census recording 70% of white British or Irish origin, and 11% of other white backgrounds, including Turkish, Italian and Romanian. 6.7% of the population were of Black origin (mostly Black African), 4% mixed origin, 3.7% Asian and 4.6% other.

The average age of the population is increasing, as in the rest of the UK. During the five years from 2025 to 2030, the proportion of the resident population aged 65 and over is expected to increase by 7.4% (ONS).



In general, the health of Broxbourne residents is good. Life expectancy for a baby born in 2022 is 85 for a girl and 81 for a boy (ONS). This is above the average for England. However, health issues associated generally with lifestyle restrict the number of healthy years that residents enjoy. It is estimated that 64% of the adult population is overweight, close to the average for England but higher than the average for Hertfordshire, which is 61% (2022/23, Sport England Active Lives Survey). Repeated surveys by Sport England have shown that about a third of Broxbourne residents are physically inactive, achieving less than 30 minutes of physical activity each week.



The local economy

The COVID pandemic changed the way many businesses work, with a consequent reduction in demand for office space complemented by raised demand for high-speed reliable digital connectivity.

Broxbourne is well placed to meet business requirements of the future, enjoying a strategic location just north of the M25 with swift rail links to London and Cambridge and easy road access to London Stansted and London Luton Airports. High speed digital connectivity is available throughout the Borough.

Local employment is mixed, with business and administrative services, retail and wholesale and construction predominating. There are companies engaged in the manufacture of electrical equipment, civil engineering and scientific research and development. However, the Borough has a relatively high proportion of very small businesses employing only one or two people, and few major employers. In the last decade there has been a net loss of jobs. Job density, the ratio of jobs to people of working age living in Broxbourne, is 0.71, much lower than the overall figure for Hertfordshire, which is 0.95 (2022, ONS). Many residents commute out of the Borough to work, particularly to London.

Although unemployment has been low in the recent past, it has risen since the COVID pandemic and in July 2024 3.8% of residents aged 16-64 were claiming unemployment benefit, the highest rate of any district or borough in Hertfordshire. Poor skills are a barrier to progress in employment for many residents and a brake on the local economy.

Some parts of the Borough – Broxbourne and Goffs Oak – are among the least deprived areas in England. However, there are areas with comparatively high levels of deprivation, particularly parts of Waltham Cross, and Wormley and Turnford. In 2023, the median house price in Broxbourne Borough was 11.33 times the gross median salary of residents (ONS). Rents are high (£1,150 median rent for a two-bed home in Broxbourne in 2023, compared to £850 in England overall). More residents, particularly families, are struggling to find an affordable home locally.

The environment

The green spaces of Broxbourne are particularly prized by residents. The Borough has 3,300 hectares of Green Belt land. In addition, the Council maintains 290 hectares of open space, including parks, informal spaces, play areas and sports pitches. These are complemented by the Lee Valley Regional Park, run by the Lee Valley Regional Park Authority, which stretches along the eastern border of the Borough. There is also the New River, a waterway constructed in the 17th century to take fresh water into London, which runs through the Borough from north to south. The Council has made significant investments in the New River, creating a tranquil route for walkers and cyclists which currently runs from Enfield to Wormley.



Cheshunt Park

The Borough has three declared Air Quality Management Areas where air pollution exceeds the statutory limits. The Council has developed an Air Quality Action Plan aimed at improving air quality in these and other areas. The pollution is a symptom of a wider issue of environmental sustainability and the need to respond to climate change. After completing a significant programme of tree planting, the Council is implementing a strategy to encourage a shift for journeys from petrol and diesel cars to electric vehicles, bicycles or walking.

Broxbourne Borough Council

The Council of the Borough of Broxbourne was created in 1974. The Borough Council provides:

- Bin collections and recycling
- Community development, including arts, culture, sports and community events
- Community safety
- Council tax and business rates collection
- Economic development, town centres and markets
- Electoral registration and running of elections
- Environmental health and licensing
- Green spaces, parks, allotments and cemeteries
- Parking enforcement and car parks
- Planning policy, development management and building control
- Prevention of homelessness, facilitating construction of affordable housing and administration of housing benefit
- Sports and leisure facilities
- Street cleansing and environmental enforcement



ORGANISATIONAL NARRATIVE AND CORPORATE VALUES

The Council's Organisational Narrative is an aspirational, yet realistic, statement of what the Council stands for, and outlines its commitment to improving the lives of those who live and work in the Borough.

"Our journey to deliver better lives and opportunities for everyone in Broxbourne is at the heart of all we do. We've invested in our town centres, brought growth back and we're seen as a council that's good to do business with.

"We're ambitious to do more. Our reputation as a can-do, straight-talking Council means there's a real appetite to invest in our Borough. But we'll only press ahead with growth and regeneration if it's right for Broxbourne. We'll do everything we can to make the right things happen here if they'll benefit our residents and businesses. If it's not right, we just won't do it.

"People love living and visiting here because of our parks, green spaces and countryside. We are working sustainably and want to protect our environment so that wherever you travel across our small Borough, there are places to relax and enjoy - and plenty to do.

"Residents are proud of the communities and neighbourhoods that make up Broxbourne - all different and with their own unique challenges. They rightly expect the best possible service from us; we know we don't always get it right, but we will be open about the things we still need to do better and clear how we're addressing the issues that matter most to people. Everyone who works for Broxbourne Council is passionate about making a difference to the lives of the people who live and work here, and our core values of Teamwork, Innovation, Effectiveness and Respect are central to everything we do. We're approachable and we care, because so many of us live here too."



TEAMWORK

We can achieve more by working together.



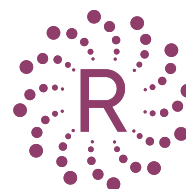
INNOVATION

We seek solutions to deliver services in the best way.



EFFECTIVENESS

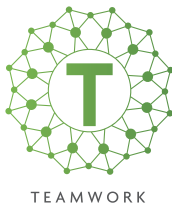
We are focused on achieving results.



RESPECT

We value the views and opinions of all.

The values referred to in the narrative can be further broken down into a set of behaviours that guide the way staff and members will interact with members of the public and each other.



TEAMWORK: *We can achieve more by working together*

- Support each other, recognising each other's strengths and expertise
- Actively share ideas to collectively seek the best outcome
- Challenge each other and are open to challenge in a constructive way



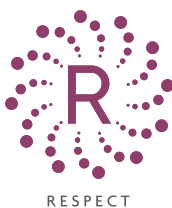
INNOVATION: *Seek solutions to deliver services in the best way*

- Embrace new ways of working and are forward thinking
- Flexible and adaptable to change
- Determined to deliver the best solution



EFFECTIVENESS: *We are focused on achieving results*

- Take ownership and be proactive in our approach
- Achieving continual improvements by efficient use of resources, and adopting 'smarter' working methods
- Improving customer responses and outcomes by collaborative and joined up working



RESPECT: *We value the views and opinions of all*

- Actively listen to others, treat them with kindness, courtesy and respect
- Professional and inclusive across all interactions
- Empathetic, caring and understanding

ACHIEVEMENTS

FROM THE CORPORATE PLAN 2020-2024

There were three priorities in the Corporate Plan 2020 - 2024:

- A thriving economy offering business growth and jobs
- Sustainable living in an attractive environment
- An effective Council, efficient and responsive to residents

A THRIVING ECONOMY OFFERING BUSINESS GROWTH AND JOBS

Local Plan The Local Plan was adopted by the Council in 2020, and kickstarted development of major housing and employment sites in the Borough, including Cheshunt Lakeside, Park Plaza West and Brookfield. The Local Plan was complemented by enabling strategies such as the Hoddesdon Town Centre Strategy and the Transport Strategy.

Park Plaza West Work commenced on a new centre for film, television and digital production on Park Plaza West, a 37 hectare site west of Waltham Cross and adjacent to junction 25 of the M25. The works on site were paused in 2023 due to market conditions but even if the film studios do not progress, the investment made in enabling works and infrastructure means the site is ready to accommodate high value employment uses.

Google data centre Google has invested in a £790m data centre west of the A10 at Theobalds Business Park, to provide computer capacity for Cloud-based digital services, artificial intelligence (AI) and more. Section 106 (planning gain) agreement with Google will enable an expansion of the Council's community support and training programmes.



Google data centre

Theobalds Enterprise Centre

Jointly funded by the Council and by Hertfordshire Futures (previously the Hertfordshire Local Enterprise Partnership (LEP)), Theobalds Enterprise Centre, which opened in 2023 at Theobalds Business Park, Cheshunt. The Centre offers 60 flexible units of fully serviced accommodation including office space, workshops, co-working spaces, meeting and conference rooms for small businesses available on easy-in, easy-out terms. The facility benefits from a café and free parking. The building has certified assurance from Platinum WiredScore, which indicates an exceptional standard of wired infrastructure and wireless network connectivity, and a BREEAM Very Good rating for its sustainability value and efficiency.



Theobalds Enterprise Centre

Waltham Cross Renaissance The Council successfully bid for £14.3m in Levelling Up Funding (LUF) and has added £1.9m of its own funding to invest in the regeneration of Waltham Cross. Most of the funding is for the transformation of the street realm in Waltham Cross town centre, including new paving, street furniture and improved pedestrian and vehicle access. Local residents, businesses and the market traders were extensively consulted on the proposals. The works began in September 2024 and are expected to be completed in autumn 2025.



Waltham Cross Renaissance

Town centre management With the assistance of Shared Prosperity Funding from the Government, a town centre manager was appointed to support businesses to increase trade and enhance the reputation of Waltham Cross and Cheshunt. The Waltham Cross Business Forum and Cheshunt Business Forum are thriving. The new Love Waltham Cross logo and promotion campaign have been well received. The town centre manager has secured an increased social media presence to promote local businesses and an expanded programme of community events to attract footfall.

New River Bridge, Essex Road, Hoddesdon The bridge, completed in March 2021, replaced a weak, narrow bridge and has significantly improved access to Hoddesdon Business Park, particularly for Heavy Goods Vehicles. The new bridge was largely funded by Government funding through the LEP, with additional funding from Hertfordshire County Council and developer funding from Broxbourne Borough Council.

Brookfield Planning permissions were agreed for the housing and commercial developments at Brookfield. A partnership between the Council, Hertfordshire County Council and a developer was formed and detailed designs are in preparation.

Skills Hub Working closely with Jobcentre Plus, the Council-funded Skills Hub in Waltham Cross High Street provides support for residents looking for employment or to improve their skills and prospects. This includes help with CVs and interview techniques, basic IT skills and access to free computers for job hunting.



Skills Hub

SUSTAINABLE LIVING IN AN ATTRACTIVE ENVIRONMENT

New River Path The path has been upgraded in several stages since 2021 to enable cycling as well as walking, providing a safe, easy, direct route north to south through the Borough. The upgraded path has been completed from Wormley down to the M25. The improvements have been funded by Broxbourne Borough Council, National Highways and Hertfordshire County Council.



New River Path

Grundy Park This traditional park was restored and improved in 2023 to re-establish it as a key feature of Cheshunt. A grand entrance gate and public space was created at the entrance on Turners Hill. The park now has an elegant cherry tree walk connecting with an Edwardian-style gazebo at the centre of a landscaped garden with colourful flowerbeds and an ornamental well. The sporting facilities were upgraded with an improved Astroturf pitch and a basketball court as well as a refurbished playground and new picnic areas.



Grundy Park

Tree planting Between 2020 and 2024, more than 15,000 trees were planted by the Council across the Borough to improve biodiversity, extract carbon from the atmosphere, and create a more beautiful environment. It is estimated that the 15,000 trees planted will store 32 tonnes of carbon in the first year of their planting and 97 tonnes when three years old.



Tree planting

Green wall 200 square metres of blank red brick wall on the side of the Pavilions shopping centre, facing Monarchs Way, Waltham Cross, have been transformed with the installation of a living green wall of plants. The wall features 6,500 plants helping to improve air quality with the extraction of a total of 460kg of carbon dioxide per year, and production of 340kg of oxygen. The wall also provides a habitat and food for birds, bees, other insects and invertebrates. In addition to its environmental benefits, the green wall is also an attractive feature, which has helped to soften the appearance of this area.



Green wall, Monarchs Way

Car charging points 27 electrical charging points were installed in Council car parks. Each can support two cars charging simultaneously.

Locality Officers A team of mobile locality officers was created to be the community face of the Council. As well as providing public reassurance by their presence, the locality officers inspect facilities to give prompt warning if repairs or extra services are required. They work across all service areas and are available for local jobs such as consulting with visitors to a town centre, putting up planning notices and delivering important information to local businesses. They also work alongside the Council's Environmental Enforcement team to investigate reports of environmental crime such as fly-tipping and dog fouling.



Locality officers

The Council obtained funding from the Hertfordshire Police and Crime Commissioner as part of Operation Hotspot which led to increased foot patrols by police officers in Waltham Cross town centre, and a corresponding reduction in crime.

Laura Trott Leisure Centre and John Warner Sports Centre The facilities have undergone continual upgrades and refurbishment, and the cafes have been re-opened. A new air handling system was installed in the pool area at Laura Trott Leisure Centre and Pulse Fitness equipment was installed in the gym. Popular eGym equipment was set up at John Warner Sports Centre. Despite the closure forced by the COVID pandemic, thousands of children have learnt to swim at the Borough's leisure centres over the last four years. Both leisure centres have increased membership numbers since 2020.



Laura Trott Leisure Centre, eGym



Swimming lessons

Waltham Cross Playing Fields With funding committed under the Levelling Up programme, a range of exercise and active play equipment was installed at Waltham Cross Playing Fields. The new, extended skatepark, interactive football wall and outdoor gym are particularly popular. The sports pavilion has also been refurbished, and a walking path runs round the perimeter of the site.



Waltham Cross Playing Fields

Housing growth 2023 had the highest number of homes built in the Borough in a single year, a step towards meeting the high level of demand.

From April 2020 to March 2024 the Council, working in partnership with housing associations, enabled the construction of 538 affordable homes in the Borough, 353 of them for affordable rent, and 185 for shared ownership. All affordable rent dwellings were let to people on the Broxbourne Housing Register.



Affordable housing, Rosewood gardens Goffs Oak

Prevention of homelessness Since Government legislation in 2018 emphasised the prevention of homelessness, the Council has worked effectively to reduce the number of homeless households. The number of households in temporary accommodation decreased by 18% from 2020/21 to 2023/24. The Council continued to support more than 200 households to move into settled accommodation each year, despite the national housing crisis. Support teams provide assistance to homeless households with issues such as finance, life skills, and setting up home to ensure they are able to keep their tenancy.



Health improvement During the last four years, there have been 2,435 referrals to the Active Herts programme run by the Council, aimed at people who are physically inactive. The course provides motivational counselling and offers a range of low cost physical activities across the Borough, led by trained fitness specialists. There have been over 27,500 attendances at these activity sessions which include low-impact exercise, health walks, swimming and dance.

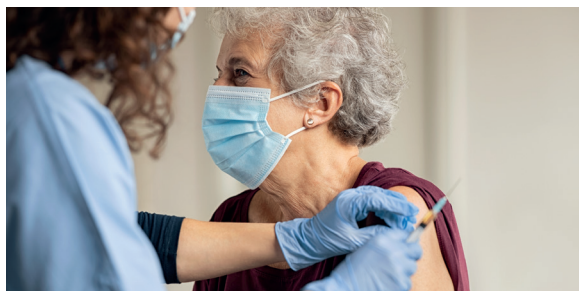
The Council helped secure funding to install five more defibrillators across the Borough and ensured that more local defibrillators were registered on the Circuit, the national database of defibrillators known to Emergency Services and available for use by 999 callers.



Active Herts, Waltham Cross.

AN EFFECTIVE COUNCIL, EFFICIENT AND RESPONSIVE TO RESIDENTS

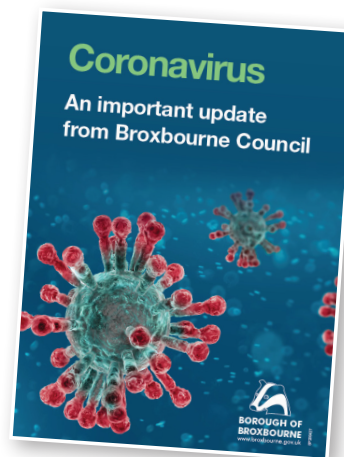
COVID-19 pandemic During the pandemic, the Council continued to provide most services as normal. Domestic refuse collection, housing benefits advice service and temporary accommodation, housing benefits payments and environmental health emergencies were prioritised by the Council and staff were redeployed as necessary. All waste and recycling collections took place as normal.



COVID Vaccination

All committee meetings transferred online. The Council worked in partnership with local community organisations to identify vulnerable people who had to self-isolate, to enable them to apply for financial assistance, and organised deliveries of parcels with food and necessities. The Council also delivered additional support for local businesses, quickly processing 4,853 Government business support grants totalling £30.7 million, as well as providing advice, training, skills development and regular communication. A suitable location for an NHS COVID-19 vaccination clinic was provided at the Council offices.

Support to vulnerable households continued during the Cost of Living crisis with 59,378 food parcels, supermarket vouchers or meals provided utilising Household Support Fund monies. 3,731 residents were supported with their utility bills whilst a network of six warm spaces operated Borough-wide.



Coronavirus Leaflet

Peer challenge The Council invited an independent team from the Local Government Association to conduct a review of the Council's operations. The review took place in December 2021 and the review team met with senior management, officers and external partners. The review generated an overview report of the findings which noted that Broxbourne Council is 'an ambitious Council with a mix of opportunities and challenges.' Overall, the report was positive and identified a number of areas for further improvement. The Council prepared and implemented an Action Plan in response to the findings of the review, which included:

- Creating a communications strategy
- Agreeing corporate values for the Council shared by all officers
- Improving service planning and performance management
- A recruitment and retention strategy
- Improving project and programme management
- Delivering the skills agenda for the Borough, particularly through major developments

Some of the actions recommended by the peer challenge are continuing to be implemented in this Corporate Plan.

Online services The shift towards enabling customers to conduct business with the Council online continued. The website now permits customers to engage in over 180 different types of transaction online 24 hours a day, seven days a week. An AI enabled chatbot, Bob the Badger, assists with frequently asked questions.

Improved benefits processing A new contract awarded in 2023 for benefits processing and improved working practices reduced processing times both for new claims and for changes in circumstances.

Citizens' Panel Since 2021, around 500 residents interested in giving feedback to the Council have been recruited onto the Citizens' Panel. Citizens' Panel members have participated in surveys and focus groups to provide insight into residents' views and priorities.



Bob Bot



Shared service agreements The Council has expanded joint service provision with other local authorities. As well as benefiting from economies of scale, the joint services have a larger staff base so are resilient and less susceptible to recruitment difficulties. As at autumn 2024, the Council has shared agreements for Internal Audit and the Head of Legal Services, is part of the Hertfordshire Home Improvement Agency and the Herts Shared Anti-Fraud Service and is a shareholder in a local authority trading company providing building control services. The Council also shares a contract for the Parkguard service with the Lee Valley Regional Park Authority.

CORPORATE PRIORITIES AND OBJECTIVES 2025-2029

Broxbourne Borough Council has three corporate priorities. Each priority will be delivered through a set of corporate objectives.

A THRIVING ECONOMY

1. Begin construction at Brookfield.
2. Increase local employment for residents by encouraging the creation of high-skilled, high-value jobs.
3. Pursue the implementation of the housing and infrastructure needed to support a thriving economy.
4. Foster development of town centres as vibrant locations for business and leisure.
5. Work with local business and education partners to provide a skilled workforce.

AN ATTRACTIVE, SAFE AND SUSTAINABLE ENVIRONMENT

6. Work to reduce carbon emissions.
7. Protect the natural environment and enhance biodiversity.
8. Deliver affordable homes for local residents and help them avoid homelessness.
9. Promote community safety and reduce fear of crime.
10. Help residents to lead a healthy lifestyle.
11. Encourage a sense of community among residents.
12. Maintain a range of sporting and cultural facilities.

AN EFFECTIVE COUNCIL

13. Improve the quality of services, optimising existing IT and leveraging new technologies where appropriate.
14. Maintain a stable financial position.
15. Train, retain and where necessary recruit, a workforce with the skills to deliver corporate priorities.
16. Engage effectively with residents to understand their priorities.
17. Build strong partnerships to deliver more for the Borough.
18. Be transparent and ensure effective scrutiny.

A THRIVING ECONOMY

The Council understands it is local businesses that will deliver future economic growth and jobs and aims to ensure the right environment is in place for them to do so. The vision for Broxbourne set out in the Local Plan and in the Ambition Broxbourne Economic Development Strategy is to increase local employment opportunities, with more skilled and higher paid jobs, thereby increasing residents' incomes and reducing the need to travel elsewhere for jobs.

The Borough should be a place where young people in particular can see a bright future, like the local lifestyle and want to settle after higher education or training. There should be a balance between the pay available from skilled jobs and the price of renting or buying a home locally, so that they can afford to bring up their families in the area.

Working with partners, the Council is focussed on providing suitable sites for business through the new Local Plan, improving skills levels, supporting town centres to thrive, and developing transport and digital infrastructure.

Brookfield

The £multimillion Brookfield Riverside development in Cheshunt will create a new town centre for the Borough which will include up to 29,000m² of retail, 21,000 m² of leisure, restaurants and a cinema, 15,000m² of offices, approximately 250 homes and 130 assisted living units, a 2,000-space car park and major public realm improvements. It will also create 2,000 new jobs during and after construction.

Brookfield Riverside will be adjacent to Brookfield Garden Village, comprising 134 hectares in total, that will include 1,250 new homes with up to 22% of them affordable housing, a new three-form entry primary school, neighbourhood shops and open space for recreation. As part of the development, the Council allotments, the Travellers' Site on Halfhide Lane, the Household Waste Recycling Centre and the Council's depot on the New River Trading Estate will all be relocated.

Both developments will benefit from an improved road infrastructure. In addition, there will be more than 14km of new walking and cycling routes, as well as bus services to connect the site to other parts of the Borough and beyond. The developments are also being planned to achieve an increase in biodiversity of 10%, with more than 15,000 trees to be planted across the sites and extensive planting of shrubs, flowers and grassland enhancements.

The Borough Council and Hertfordshire County Council, the main landowners in Brookfield, have formed a partnership with a developer to proceed with the Brookfield Riverside development, and detailed design work has begun on infrastructure for Brookfield Garden Village.



CGI Brookfield Riverside

Housing sites

The main sites in the Local Plan are:

- Brookfield Garden Village, with about 1,250 new homes and a primary school, to be built adjacent to Brookfield Riverside, as described above.
- Cheshunt Lakeside, a major housing development with some business space, on land previously occupied by the Delamare Road employment area. Development work began on site but was brought to a halt by the developer going into administration.
- Rosedale Park, already in construction, with 864 homes and a primary school on the former Tudor Nurseries site and at Rags Brook, opening up the valley to public access for the first time and creating a parkland setting for developments.



CGI Brookfield Garden Village

Town centres

In Waltham Cross, the transformed street realm in the town centre is expected to kickstart development of key sites in the area, in particular the northern High Street, providing 300 new homes with shops and commercial premises.

In Hoddesdon, the Council plans to prioritise the completion of public realm enhancements, develop key sites including a gateway development to the north of the town centre, review parking and access, and protect the historic character of the town. The Council will work closely with Love Hoddesdon, the local businesses in the Business Improvement District.

In Cheshunt, the Council will continue to implement the Cheshunt Old Pond strategy which aims to enhance the area as a lively neighbourhood centre, with an attractive mixture of shops, eating and drinking establishments, local facilities, housing and businesses. Landscaped public space such as the newly refurbished Grundy Park will provide an attractive setting for outdoor life.



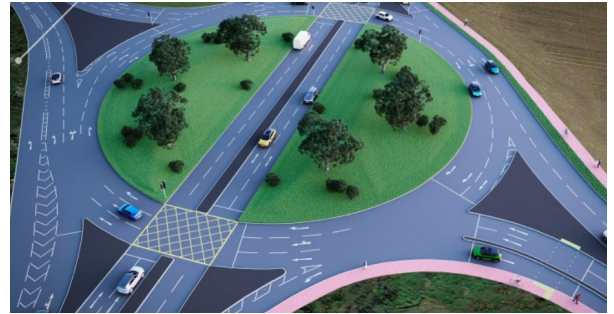
Waltham Cross public realm AI illustration



CGI Hoddesdon Southern Gateway

Transport

The Broxbourne Transport Strategy sets out an integrated, multi-modal strategy to achieve the transport objectives and vision in the Local Plan. The Local Plan locates residential development where the need for car-based travel is minimised, for example at Brookfield and at Cheshunt Lakeside. For Broxbourne's roads, congestion on the A10 and local roads will be minimised by improvements to the key junctions. For rail, the strategy is to improve service frequency and capacity on the West Anglia mainline by supporting four-tracking. The plan promotes new stations at Turnford and Park Plaza and the Council will determine whether these are feasible during the lifetime of this Corporate Plan. New strategic developments will be connected into bus services, whilst a new 'town bus service' is proposed to connect the railway station at Waltham Cross with Cheshunt and a new station at Turnford via Brookfield.



CGI Roundabout improvements at the Lieutenant Ellis Way/
A10 junction

The Council is also implementing a Local Cycling and Walking Strategy to promote active travel, including continuing works to improve the New River Path. The Council organises cycle tuition for children and works with Hertfordshire County Council to encourage children to walk or cycle to school.

A THRIVING ECONOMY

CORPORATE OBJECTIVES FOR 2025-2029:

1. **Begin Construction at Brookfield.**

- Secure all permits, planning permission and land required to commence construction.
- Arrange relocation of existing local authority facilities to facilitate both developments.
- Work with partners to ensure infrastructure is built to support the development.
- Work with a housing partner to ensure first housing at Brookfield Garden Village is ready for occupation by 2029.
- Ensure Brookfield is well connected to sustainable transport networks.
- Achieve opening of Brookfield Riverside commercial centre.

2. **Increase local employment for residents by encouraging the creation of high-skilled, high-value jobs.**

- Continue to work with companies developing Park Plaza West to facilitate and expedite the development.
- Secure implementation of the master plan for Park Plaza North.
- Work with Google to facilitate local benefits from its data centre at Theobalds Business Park.
- Encourage delivery of space for businesses at Cheshunt Lakeside.
- Maximise occupancy of the Broxbourne Enterprise Centres in Cheshunt and Hoddesdon.
- Work with land owners at Park Plaza North and Theobalds Business Park to enable businesses currently in regeneration areas to relocate to these sites.
- Explore proposals to improve the look and feel, accessibility and marketability of the Hoddesdon Industrial Park.

3. **Pursue the implementation of the housing and infrastructure needed to support a thriving economy.**

- Facilitate completion of housing at Cheshunt Lakeside.
- Continue to facilitate completion of 864 homes and a primary school at Rosedale.
- Coordinate allocation of Section 106 funding arising from developments and deliver projects that will support thriving communities.
- Deliver A10 junction improvement schemes in partnership with Hertfordshire County Council.
- Determine the feasibility of creating new railway stations at Park Lane and Turnford.
- Work with the Herts Growth Board to increase the availability of super-fast broadband in the Borough.

4. Foster development of town centres as vibrant locations for business and leisure.

- Maintain clean and attractive town centres, with appropriate access for all modes of transport and parking facilities, to encourage visitors.
- Provide a mix of daytime and evening activities and events in town centres.
- Explore opportunities to use arts, culture and heritage to enhance the visitor experience in town centres.
- Deliver the transformation of Waltham Cross High Street supported by Levelling Up and Shared Prosperity funding.
- Pursue redevelopment of the northern part of Waltham Cross High Street to provide new homes, shops and commercial uses, and improve accessibility with an attractive public realm.
- Promote Waltham Cross through the Love Waltham Cross initiative.
- Implement the improvements set out in the Cheshunt Old Pond Strategy once funds become available.
- Implement the Hoddesdon Town Centre Strategy, ensuring the character of this historic market town will be protected and enhanced through sensitive development.
- Continue to work with local businesses and community organisations such as Love Hoddesdon and the Cheshunt and Waltham Cross Business Forums.

5. Work with local business and education partners to provide a skilled workforce.

- In partnership with the multi-agency Broxbourne Skills Group, develop jobs and training, particularly in the life sciences, retail, finance, business and creative sectors.
- Work with the Skills Group to help people who face barriers to employment to get into jobs.
- Support residents to get online; improve digital inclusion among residents of all ages and increase digital skills for employment among the working-age population.
- In partnership with the Skills Group, increase local young people's exposure to local business and employment opportunities.
- Work with Hertford Regional College to ensure local residents are able to take up employment opportunities at construction sites in the Borough.
- Create traineeships and work experience opportunities at the Council and locally through Section 106 planning gain on major developments in the Borough.

ATTRACTIVE, SAFE AND SUSTAINABLE ENVIRONMENT

The previous chapter focussed on major commercial and housing developments, improving skills levels, supporting town centres to thrive, and developing transport and digital infrastructure. Linking these initiatives is the recognition of the importance of place-making; bringing the infrastructure, housing, green spaces, and leisure opportunities together in Broxbourne to create a local lifestyle attractive to prospective employers and employees alike. Creating the best possible quality of life for local residents involves more than buildings and infrastructure and this chapter focusses on helping people live healthy, enjoyable lives in a friendly community and an attractive, sustainable environment.

Successive surveys have shown that clean streets, attractive open spaces and feeling safe from crime are the most important factors in making the Borough a pleasant place to live for Broxbourne residents, so these are clearly priorities for the Council. These priorities are also interlinked. For example, the delivery of services such as waste management, street cleansing and grounds maintenance affects the quality of the local environment and influences how residents feel when out and about.

A clean environment

Residents and the Council regard street cleanliness as a high priority. The Council employs trained staff to investigate fly-tips, littering and graffiti. Many residents join the innovative “adopt-a-street” programme to provide community litter picking in their neighbourhood or participate in one of the Borough’s regular clean-up events.



Investigating a fly-tip

A green and sustainable environment

The Council will continue to implement its Sustainability Strategy. This will focus on reducing the carbon footprint of the Council’s buildings and services, improving air quality, enhancing biodiversity and encouraging residents to take action to live more sustainably. The involvement of residents as volunteers and members of Friends groups will also continue to be welcomed in gardening, landscape conservation and other works in parks and open spaces.



Wildflowers at Cheshunt Park

A safe environment

Broxbourne is a very safe place to live and work. Sustained partnership working with residents, the Police, Parkguard, housing associations and the County Council over the years has considerably reduced anti-social behaviour in particular. However, it is important to continue to reduce crime and anti-social behaviour and to increase the number of residents who feel safe, working with the Police and partners on community safety priorities. This includes tackling drug trafficking, reducing theft and robbery and preventing violence against women and girls.



Local Policing

A permanent home

An increasing number of residents are struggling to afford housing in the Borough. The Local Plan makes provision for affordable housing to be built in the Borough, but many residents will continue to rent in the private sector. Many tenancies are unaffordable for people who are on low wages or unemployed, particularly families. The Council helps residents who are at risk of homelessness to secure their home or to find a new tenancy. Often this means helping them to find work, tackle debts or secure help for a disability or long-term health condition.



New affordable housing at Beltona Gardens, Cheshunt.

Health and wellbeing

Council-run schemes, such as Active Herts, Healthy Hub, Memory Cafe and the Council's health walk programme promote healthy lifestyles, encourage increased activity and aim to reduce underlying health concerns such as Type 2 diabetes.



Swimming at John Warner Sports Centre

ATTRACTIVE, SAFE AND SUSTAINABLE ENVIRONMENT

CORPORATE OBJECTIVES FOR 2025-2029:

6. Work to reduce carbon emissions

- Following decarbonisation audits, take further action to improve energy efficiency and to reduce carbon emissions from Council buildings.
- Increase the proportion of local journeys made by sustainable modes of travel, such as walking and cycling, by developing a network of safe cycle paths and walking routes with clear signage and creating more parking facilities for bicycles.
- Ensure that new strategic developments are connected to bus services.
- Work with Hertfordshire County Council, British Cycling and other partners to promote walking and cycling, especially to school.
- Deliver cycle proficiency training for both children and adults.
- Work with developers to incorporate electric vehicle charging points in new developments and roll out on-street charging points throughout the Borough.

7. Protect the natural environment and enhance biodiversity

- Seek opportunities to create, enhance and restore wildlife habitats, and seek net gains in biodiversity in new developments, including suitable planting of trees and hedgerows.
- Aim to achieve a net increase of 10% in biodiversity in all relevant developments through extensive planting of trees, shrubs and plants and grassland enhancement.
- Deliver the new open spaces set out within the Local Plan, for example at Rosedale Park and Brookfield.
- Continue to maintain parks and open spaces to a high standard.

8. Deliver affordable homes for local residents and help them avoid homelessness

- Work in partnership with housing associations and other developers to maximise the supply of new affordable homes that meet the need of residents.
- Encourage the provision of suitable private sector homes for affordable rent, and support tenants to sustain their tenancies.
- Let affordable rented homes to local people in the most housing need through the Housing Allocations Policy.
- Prevent homelessness where possible by assessing customers' needs and helping them find solutions.
- Provide appropriate temporary accommodation for those who are eligible and support them to move on to settled housing.
- Maintain a range of support for vulnerable residents who need extra help from dedicated housing teams and partners.
- Work with partners to provide advice to customers about welfare benefits, personal budgeting and managing debt, and help them to access training or work, to help them afford housing costs.



9. Promote community safety and reduce fear of crime

- Reduce the opportunity for crime in new developments through effective planning policies.
- Advise residents on crime prevention initiatives to prevent burglary.
- Work with schools and local partners to reduce parking problems in and around schools.
- Provide mentoring support and diversionary activities for young people, to prevent anti-social behaviour and criminal activity.
- Work with the Community Safety Partnership to reduce crime and improve the perception of safety in the Borough's town centres and shopping parades.
- Continue action to tackle hate crime.
- Work within the Council and with partners to increase awareness about child protection, modern slavery and domestic abuse, and how to refer concerns to the right agency.

10. Help residents to lead a healthy lifestyle

- Work with partners to secure funding to implement the recommendations from the Council's Indoor and Outdoor Sports Facilities Strategy.
- Run or facilitate community projects to improve the health and wellbeing of young people, such as Fit and Fed.
- Monitor air quality across the Borough and prepare an annual status report for DEFRA, noting any exceedances.
- Implement actions from the Council's Air Quality Action Plan as required and revocation of existing Air Quality Management Areas.
- Conduct food hygiene inspections on all premises in the Borough that are part of the Food Hygiene Rating Scheme and issue businesses with a food safety rating sticker that reflects their status of compliance.
- Investigate complaints relating to private sector housing standards, particularly relating to damp and mould, in a timely manner ensuring that intervention takes place to address any issues and appropriate enforcement action is taken.
- Issue licences for premises, individuals, caravan sites, and taxi and private hire vehicles and drivers to ensure compliance with relevant legislation.
- Investigate any complaints relating to environmental protection, e.g. noise nuisance, bonfires, to ensure appropriate action is taken to address any issues.
- Continue to run the successful Active Herts scheme to enable adults to get physically active.
- Run the Healthy Hub to provide signposting and support to residents who want to improve their health.
- Work in partnership with the NHS and County Council to improve local support for vulnerable residents and their carers.

11. Encourage a sense of community among residents

- Organise or facilitate community events such as the St. George's Day festival and Celebrating our Community.
- Support local organisations' efforts to increase volunteering, such as Volunteering Fairs.
- Provide group volunteering opportunities, for example as Friends of parks or in adopting an area, or street to keep clean.
- Work with Love Hoddesdon and through initiatives such as Love Waltham Cross to celebrate local towns and their heritage.
- Hold the Borough of Broxbourne Awards annually to celebrate the contribution of residents and local organisations to the community.

12. Maintain a range of sporting and cultural facilities

- Refurbish the John Warner Sports Centre to improve the customer experience.
- Continue to increase membership and usage of both leisure centres and Cheshunt Park Golf Centre.
- Run cultural and leisure programming at the Spotlight to attract a wide range of audiences.



AN EFFECTIVE COUNCIL

The Council has a proven track record of delivering services within the resources available. It has used innovative approaches to income generation and changing ways of working to ensure that levels of service provision are maintained and that the Council can support a thriving economy in a sustainable environment. The Effective Council objectives seek to build on this success via further modernisation of the Council's services and administration, particularly through digital technology and artificial intelligence, improving performance data availability to enable managers to improve service quality, and continuing to share services with other councils and service providers where appropriate. The Council will also continue to maximise income received from its wholly owned property company, Badger BC Investments Ltd.

Customer care

The Council has reviewed services and set up arrangements to enable residents to carry out most transactions online through the Council website 24/7. However, the Council is aware that there are some residents who are not able to go online or who simply prefer to seek help by telephone. No service offered by the Council will only be available exclusively online. Residents will always have the option of contacting the Council and receiving help from a Customer Service Adviser.

The Council has a team of Customer Service Advisers who are trained to be able to help callers obtain the information or service they want. As a result, only a very small proportion of phone calls need to be referred on to other officers in the Council.



Customer Services Advisor

All complaints about Council services that are not resolved at first point of contact are analysed to identify how customer care can be improved.

BEST Ltd

Broxbourne Environmental Services Trading Ltd (BEST) is a wholly owned Council company established in April 2019. BEST delivers the Council's refuse and recycling collection, street cleansing, environmental enforcement, cemetery and grounds maintenance services. BEST also provides commercial business services to the external market, including commercial waste collections and grounds maintenance services.



BEST Street Cleansing operatives

AN EFFECTIVE COUNCIL

CORPORATE OBJECTIVES FOR 2025-2029:

13. Improve the quality of services, optimising existing IT and leveraging new technologies where appropriate.

- Further develop and promote the portal on the Council website for the Revenues and Benefits service, to enable more customers to serve themselves at a time convenient for them.
- Introduce risk-based automated processing for simple Revenues and Benefits transactions, and explore further use of artificial intelligence and automation across other services to increase productivity.
- Prepare a data strategy to ensure that data security is not compromised and that there is consistency in the way data is used to make decisions and measure performance.
- Roll out PowerBI across the Council to enable easy visualisation of key performance metrics and trends and maximise the use of the data the Council holds.
- Continue to develop the Council's website to maximise the number of residents using it to obtain information and services.
- Improve the resilience of Council services in an emergency by enabling residents and staff to conduct business online, prioritising services most important to residents.
- Develop a network of technology champions to cascade understanding of IT tools now available to staff.

14. Maintain a stable financial position.

- Continue to reduce the Council's dependence on revenue from business rates and council tax.
- Manage the Council's assets efficiently to maximise returns and contribute to Council priorities.
- Review how the Council manages contracts, from award of contract to end of delivery, to ensure maximum value for money.
- Maximise the benefits from the Council's wholly owned subsidiary companies.
- Improve project management skills across the Council, to ensure projects are delivered on time and within budget.

15. Train, retain and where necessary, recruit a workforce with the skills to deliver corporate priorities.

- Increase staff engagement and motivation through improved communication
- Continue to create employment opportunities and to provide traineeships and work experience placements at the Council.
- Develop succession planning for key posts to mitigate financial and operational risk.
- Deliver an accredited in-house development programme for aspirational staff and managers.

16. Engage effectively with residents to understand their priorities.

- Produce Our Broxbourne magazine and distribute it to all households in the Borough.
- Continue the development of the Youth Council and elected Youth Mayor to give young people in the Borough a voice.
- Increase engagement with the Council's social media channels.
- Significantly increase public consultation in line with the consultation strategy.
- Increase membership of the Citizens' Panel, particularly among young people, and consult them about Council services.
- Conduct an in-depth residents survey.

17. Build strong partnerships to deliver more for the Borough.

- Work with local businesses, the Ambition Broxbourne Board and Hertfordshire Futures to bring investment and external funding into Broxbourne.
- Work with the Police, Fire and Rescue, Probation, Youth Services and other partners through the Community Safety Partnership to improve community safety and reduce fear of crime in the Borough.
- Develop new partnerships to secure external funding for arts, culture, heritage, sports development, wellbeing and community services in the Borough.
- Work through the Broxbourne Community Partnership with local GPs, other NHS partners and charities such as MIND, Age UK and Broxbourne Foodbank to improve the health and welfare of residents.
- Maximise the efficiency and resilience of Council services through partnerships with local authorities and private sector providers.

18. Be transparent and ensure effective scrutiny.

- Respond promptly and fully to Freedom of Information inquiries and Subject Access Requests.
- Support effective Member scrutiny of the Council's decision-making.
- Maintain accurate and up-to-date risk registers, assess the risks of major proposals and projects before they begin, and take continual action to minimise risk.
- Manage capital projects effectively and deliver them to an agreed timeframe and within budget, taking remedial action if there are problems.
- Advertise all procurement opportunities above £10,000 to achieve best value.
- Publish an annual Infrastructure Funding Statement to account for the spending of Section 106 planning obligations and other funding.