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FOREWORD

We are Broxbourne

I have great pleasure in introducing the Corporate Plan for Broxbourne Borough Council. Our Plan has been given the title We are Broxbourne to show that it relates to everyone in the Borough, not just the Council. Businesses, public bodies, schools, housing associations, community groups, but most of all individual residents, will be engaged in bringing the vision of this Plan into fruition.

As steward of the Borough’s future, the Council is keenly aware that in the competitive globalised economy of today, standing still means decline. To maintain a good quality of life for Broxbourne residents in the future, the Council has developed a vision which is summed up in three main priorities:

A thriving economy: Securing the infrastructure and the competitive business offer that will attract skilled employment at higher salaries; creating wealth through new and growing local businesses; supporting schools and parents to raise the aspirations and achievements of young people to equip them for an exciting future.

Enhancing the quality of life: The green, clean, safe and pleasant environment that Broxbourne residents appreciate, and also the less tangible – good health, and the sense of belonging to a friendly, welcoming community, brought together by shared social, cultural, sporting and volunteering activities and pride in the Borough.

An effective, enabling Council: Achieving financial self-sufficiency, taking commercial opportunities, working in partnership with others to achieve more, and improving services for residents through the use of information technology.

The Corporate Plan gives the context for these priorities and sets out how they will be achieved. Progress will be reported each year in the Annual Report.

The future is challenging but exciting. The Corporate Plan shows how the ambitions of the Borough will be fulfilled, and I commend it to everyone who cares about Broxbourne.

Cllr Mark Mills-Bishop

Councillor Mark Mills-Bishop,
Leader of the Council
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 20 square miles and a population of about 96,200 (Office for National Statistics mid-2015 estimate). The largest towns are Cheshunt, Hoddesdon and Waltham Cross.

The people of Broxbourne

The population is relatively diverse, with 82% (Census 2011) of White British or Irish origin, and 8% of other White backgrounds, including well established Italian, Polish, Ukrainian and Turkish communities and more recent arrivals from Eastern Europe. A further 4.2% of the population are of Black origin (Black African, Black British and Black Caribbean).

The average age of the population is increasing, as in the rest of the UK. During the five years from 2015 to 2020, the number of residents aged 75 and over will increase from 8,000 to 9,000, an increase of 12.5%, and this growth is set to continue after 2020.

Overall the health of the population is good. Life expectancy for a newborn in Broxbourne is 85 for a girl and 81 for a boy, above the average for Hertfordshire. However, health issues associated generally with lifestyle restrict the number of healthy years that residents enjoy. It is estimated that more than a quarter of the adult population is obese, which is one of the highest levels in the country. 6.1% of adults have been diagnosed with diabetes, but it is believed that there are many more undiagnosed cases that are not receiving treatment.
The local economy

Local employment is mixed, with professional and scientific services, retail and wholesale and construction predominating. The Borough has a relatively high proportion of very small businesses employing up to nine people. Job density, the ratio of jobs to people of working age living in Broxbourne is 0.75, lower than the Hertfordshire overall rate of 0.90. Many residents commute out of the Borough to work, particularly to London.

The average gross weekly earnings for residents is £615.40, just above the Hertfordshire average, but people working in Broxbourne earn average gross pay of £537.40, lower than the Hertfordshire average of £551.80, showing that the economy of Broxbourne is overall of lower value than average for Hertfordshire. Although unemployment is low, poor skills are a barrier to progress in employment for many residents and a brake on the local economy. 44% of Broxbourne residents only have a qualification at GCSE level or below, or no qualifications, compared to 37.6% in Hertfordshire as a whole.

Some parts of the Borough – Goffs Oak and Broxbourne – are among the least deprived areas in the country. However, there are areas with comparatively high levels of deprivation, particularly parts of Waltham Cross, and Wormley and Turnford. From 2014 to 2016 the average price of a house or flat in the Borough increased by 25%. Rents in the private sector have also increased significantly. More residents are struggling to find an affordable place to live, and Broxbourne has a very high number of homeless households living in temporary accommodation for a local authority of its size.

The environment

The green spaces of Broxbourne are the most popular feature of life in the Borough, according to the latest residents’ survey run by the Council. 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 side 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. Owned by Thames Water, the New River is now a haven for wildlife and a much valued quiet route for walkers.

Residents will be encouraged to explore, enjoy and enhance these beautiful green spaces during the 2017 Broxbourne Year of the Environment.

At the time of writing, the revised Draft Local Plan was in preparation, with the aim of achieving formal adoption of the final Local Plan in 2018. This Plan will be the blueprint for creating employment and housing to meet the needs of a growing population, whilst preserving and enhancing the green spaces of the Borough.
Broxbourne Borough Council was created in 1974. The Borough Council provides the following services:

- Domestic refuse collection and recycling
- Street cleansing
- Parks and open spaces, allotments, cemeteries
- Planning policy and development management; building control
- Environmental health
- Licensing
- Economic development
- Preventing homelessness, facilitating construction of affordable housing
- Promoting community safety
- Administering housing benefit
- Collection of council tax and business rates
- Running elections and maintaining the electoral register
- Leisure – the Council runs the Spotlight entertainment centre, The Laura Trott Leisure Centre, the John Warner Leisure Centre and Cheshunt Park Golf Centre, and provides community halls for hire
- Community development, including arts, sports and community events
- Parking
Broxbourne Borough Council has three corporate priorities. Each corporate priority will be delivered through a set of corporate objectives.

**Ambition Broxbourne: a thriving economy**

1. Support higher educational attainment and skills levels and bring in higher skilled, better paid jobs.
2. Promote inward investment and support business growth.
3. Support thriving town centres and businesses.
4. Deliver affordable homes for local people.
5. Lobby for improved transport links and support sustainable transport, such as bus, rail, walking and cycling.

**Beautiful Broxbourne: enhancing the quality of life**

6. Promote community safety and reduce fear of crime.
7. Enhance the quality of life in local neighbourhoods.
8. Maintain a clean and tidy Broxbourne.
9. Reduce waste and increase recycling.
10. Maintain parks and open spaces and promote their use, and seek the creation of new accessible open spaces.
11. Help residents to have a healthy lifestyle.
12. Encourage a sense of community through events, leisure activities and volunteering.
13. Help residents affected by homelessness and disadvantage.

**Innovative Broxbourne: an effective, enabling council**

15. Communicate effectively with residents of all ages and backgrounds.
16. Build strong partnerships to deliver more for the Borough.
17. Be transparent and ensure effective scrutiny and risk management.
18. Develop a workforce with the skills to meet changing needs.
19. Assess the performance of Council services and take action to improve.
20. Meet Council service standards and deliver good customer care.

These are described in more depth on the subsequent pages of the Corporate Plan.
Broxbourne Council wants a prosperous future for residents. It wants to help secure higher educational attainment for young people through enabling more and better school buildings and facilities. The ambition is to have more employment opportunities and more skilled, better paid jobs created locally, thus increasing wealth and reducing the need to travel. Broxbourne will be a desirable location where local businesses want to stay and new businesses are keen to set up and invest. Young people will have plenty to do and a bright future, and will want to stay in Broxbourne or return after higher education.

The Borough of Broxbourne is in an excellent strategic location for business, abutting London with direct access to the M25, swift rail links to London and Cambridge, and easy road access to London Stansted and London Luton Airports. This is a perfect location for knowledge-based industries. For the life sciences and technology sectors, Broxbourne is in the London Stansted Cambridge corridor, with direct links to Harlow, Cambridge, London and London Stansted Airport. The M25 links the Borough with the creative sector industries associated with the Elstree, BBC and Warner Brothers Studios. Finally, the area enjoys proximity to the City of London and Canary Wharf.

There are advantages to the location but also challenges to further economic development. The current economy is relatively low value and there are pockets of deprivation associated with low skills in the working population. As the economy is re-balanced towards a high value, knowledge-intensive economy, the working population will have to upgrade their skills to take advantage of the opportunities this will offer. The infrastructure also requires improvement. Congestion on main transport routes such as the A10 poses a challenge and there is a need to develop connections between train stations and key commercial sites. Some parts of the Borough require an enhanced built environment and public realm to flourish, particularly town centres that are currently under pressure due to retail trends. Housing is expensive, so it is difficult to recruit key workers.

Ambition Broxbourne, the Borough’s innovative economic development strategy, was approved by the Council in 2014. It sets a long-term vision for the future which provides the context for the objectives in the Corporate Plan for 2017-20:

“By 2030 the Borough of Broxbourne will have a thriving, vibrant and prosperous economy that is underpinned by innovation, enterprise and entrepreneurship which:

- Drives innovation and business growth to provide 6,300 new jobs
- Focuses on attracting more knowledge-based blue chip companies
- Has a job market connected to and shaped by young people

AMBITION BROXBOURNE: A THRIVING ECONOMY

Ambition Broxbourne Business Centre
• Has a well-educated and skilled population willing and able to compete in the local and global economy
• Encourages communities characterised by independence and pride
• Targets support for the most vulnerable
• Supports knowledge-driven economic development within the Borough and across the wider area with a particular focus on the City of London
• Creates a labour market where the educational institutions (connected from early years to higher education) meet the current and future needs of the economy.”

The new Local Plan for Broxbourne, 2016-2031, is currently in draft and is due to be submitted to the Government during 2017. The Plan is key to delivering a thriving economy, as it provides a development strategy for the next 15 years for homes, jobs, shops, leisure, transport, and infrastructure set alongside the long term protection and improvement of a redefined Green Belt and our parks and open spaces. The Local Plan will set out how Broxbourne will grow and develop to become a more desirable place to live, work, and visit, and for inward investment.

**The main components of the development strategy are:**

**Brookfield Riverside**

The Local Plan seeks to extend the Brookfield Centre northwards up to and beyond the Turnford junction on the A10. Centred on the New River, this retail and commercial hub will be called ‘Brookfield Riverside’. It will include modern shopping and leisure facilities including a department store, cinema, cafes and restaurants, and feature a civic centre, a business campus, health centre, bus station, and about 250 apartments and elderly people’s accommodation within a mixed use and green environment.
The draft Local Plan proposes between 6,000 and 7,000 net additional jobs by 2031, with the possibility of significantly more in the longer term. New employment land is proposed where it maximises the potential for job creation in well remunerated employment sectors, to diversify the Borough’s economic base and to provide the best opportunities to enhance Broxbourne’s environment. The strategy is to meet those objectives through the development of new business campuses at Brookfield and Park Plaza, which occupies an accessible and prominent location next to the A10 and M25 and forms a key gateway into Broxbourne and Hertfordshire. The three key employment locations are:

- **TwentyFive25** will provide around 4,500 new jobs by 2031, located in a well landscaped setting, separated from the M25 by a new public park;
- **Brookfield** will provide for 3,000 new jobs by 2031 in a mix of sectors including retail and leisure at Brookfield Riverside, and office-based work at the new business park.
- **Park Plaza North** will accommodate the relocation of businesses from regeneration sites including those in Waltham Cross, Brookfield, and Delamare Road;
- **Cheshunt Lakeside**, a new mixed-use urban village including 1,000 homes as well as businesses and a primary school, at land currently occupied by the Delamare Road employment area;
- **Rosedale Park**, comprising around 700 homes and a primary school at linked developments, 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 existing and future developments.

The draft Local Plan provides for around 7,000 homes by 2031, including a mix of market and affordable housing, housing for the elderly, starter homes, social rented housing and some self-build opportunities. The draft Local Plan proposes walkable neighbourhoods, connecting residential developments with a mix of facilities in the locality. As well as smaller sites, three strategic development locations are identified:

- **Brookfield Garden Village**, including 1,250 homes north and west of Brookfield Riverside, comprising walkable neighbourhoods and one or more new primary schools, linked by a tree-lined boulevard;
- **Cheshunt Lakeside**, a new mixed-use urban village including 1,000 homes as well as businesses and a primary school, at land currently occupied by the Delamare Road employment area;
**Town centres**

In Waltham Cross, the Plan proposes to promote the long-term vitality of the town centre with the redevelopment of the northern High Street, including the relocation of Wickes and Homebase to Park Plaza North, to provide land for 300 new homes and shops and other commercial uses on the ground floor. Beyond 2026, an Area Action Plan for the regeneration of the eastern part of Waltham Cross (including the town centre) is proposed, to take advantage of opportunities presented by the proposed Crossrail 2 and four-tracking of the West Anglia Main Line.

In Hoddesdon, the Plan proposes to undertake a review of the Town Centre Strategy, to ensure that the town centre continues to develop its role as a historic market centre. The strategy will prioritise the completion of the public realm enhancements; the development of key sites, including a gateway development to the northern end of the town centre; the provision of a mix of daytime and evening activities; a full review of parking and access; an improved programme of events; and protection and enhancement of historic character. The Council will work closely with local community groups and local businesses through Love Hoddesdon, the campaign led by local retailers to keep the town a vibrant shopping destination.

A strategy is also being prepared for Cheshunt Old Pond, and improvement plans are proposed for shopping parades in local neighbourhoods.

**Transport**

The draft Local Plan locates residential development in locations where the need for car-based travel is minimised, for example at Brookfield and at Cheshunt Lakeside. For Broxbourne’s roads, the strategy is to minimise congestion on the A10 and local roads by promoting schemes to improve the key junctions. For rail, the strategy is to improve service frequency and capacity on the West Anglia mainline by supporting Crossrail 2, and the four-tracking of the West Anglia mainline. The plan promotes new stations at Turnford and Park Plaza. For bus travel, the strategy is to ensure that new strategic developments are connected into bus services and a new bus station is proposed at Brookfield. Walking and cycling opportunities are proposed including a possible new cycle path along the New River. The Council has appointed transport consultants to prepare a Transport Strategy to accompany the Local Plan.
AMBITION BROXBOURNE: A THRIVING ECONOMY
Corporate Objectives for 2017-20

1. Support higher educational attainment and skills levels and bring in higher skilled, better paid jobs.

1.1. In partnership with the multi-agency Broxbourne Skills Group, implement a strategy to develop job and training opportunities locally, particularly in the life sciences, creative sector, retail, finance and business sectors.

1.2. Work with the Skills Group to help people who face barriers to employment to get into work.

1.3. Create apprenticeships, traineeships and work experience opportunities at the Council and in procurement of major capital projects.

1.4. Support schools and Hertford Regional College to increase attainment and raise aspirations.

2. Promote inward investment and support business growth.

2.1. Achieve adoption of the new Local Plan.

2.2. Secure the first development at TwentyFive25.

2.3. Provide support and flexible space for new businesses through the Ambition Broxbourne Business Centre.

2.4. Produce the Brookfield Masterplan to ensure development is underway by March 2019.

2.5. Work through the London Stansted Cambridge Consortium to promote the benefits of investment in the Borough, particularly for knowledge-based industries.

2.6. Work with the Local Enterprise Partnership to attract inward investment.

2.7. Work to increase the area of the Borough covered by superfast broadband.
3. **Support thriving town centres and businesses.**

3.1. Deliver the Waltham Cross Renaissance Programme.
3.2. Produce a strategy for the enhancement of Cheshunt Old Pond.
3.3. Implement phases 4 and 5 of the Hoddesdon town centre regeneration programme.
3.4. Market and promote the local town centres as shopping, and eating and drinking destinations through a programme of town centre events and working with local traders.
3.5. Encourage town centre businesses to join forces, such as Love Hoddesdon, and work with them to improve the business environment.
3.6. Maintain clean and attractive town centres, with well-managed traffic and parking, to encourage visitors.

4. **Deliver affordable homes for local people.**

4.1. Work with housing associations to maximise construction of affordable homes.
4.2. Work to increase the availability of affordable homes for rent in the private sector.

5. **Lobby for improved transport links and support sustainable transport such as bus, rail, walking and cycling.**

5.1. Produce an integrated transport strategy for the Borough to reduce reliance on use of private cars and to minimise traffic congestion.
5.2. Lobby for improvements to railway services and infrastructure.
5.3. Campaign for improved bus links.
5.4. Improve opportunities to walk in the Borough.
5.5. Improve opportunities to cycle in the Borough.
BEAUTIFUL BROXBOURNE: ENHANCING THE QUALITY OF LIFE

Corporate Objectives for 2017-20

This priority is about making Broxbourne an enjoyable place to live, and enabling residents to have a happy and healthy life here. This includes a home, feeling safe, a clean and tidy environment with parks and green spaces, belonging to a friendly community with plenty of activities to join, and enjoying good health.

Protecting the environment

Successive residents’ surveys have shown that feeling safe from crime, clean streets, and attractive parks and open spaces are the most important factors for Broxbourne residents in making the Borough a good place to live, so these are clearly priorities for the Corporate Plan. 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 safe residents feel.

Residents and the Council regard street cleanliness as a high priority. Broxbourne Borough Council has twice won national awards over the past two years for street cleansing. The Council employs inspectors to investigate fly-tips, littering, graffiti and overgrown hedges. Many residents join the innovative “Adopt-a-street” programme to provide extra litter picking in their neighbourhood, and this scheme will continue.

Faced with a recycling rate that was lower than any other Hertfordshire district, the Council changed the arrangements for domestic refuse collection from a plastic sack to a wheeled bin service in October 2015. The service provides alternating weekly collections of non-recyclables and recyclables. The amount of waste sent to landfill decreased by 17kg per household from spring 2015 to summer 2016, but further improvement is needed to reduce the environmental and financial consequences of refuse disposal. The Council will also continue efforts to reduce its own environmental footprint through adopting renewable energy and energy conservation where possible.
A safe place to live and work

Broxbourne is a very safe place to live and work. Sustained partnership working with the Police, housing associations, the County Council and residents 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 further increase the number of residents who feel safe. The current community safety priorities for Broxbourne shared with the Police and other partners are to:

- Reduce levels of serious acquisitive crime, particularly domestic burglary and vehicle crime
- Reduce incidence of domestic violence and hate crime
- Increase the levels of safeguarding referrals for both adults and young people
- Increase the levels of drug/alcohol referrals for adults and young people
- Continue to tackle dangerous and obstructive parking, particularly outside schools
- Tackle fly-tipping by working with partners to reduce occurrences and prevent dumping in fly-tipping hotspots.

Parks and open spaces

Parks and open spaces are the Borough’s most-loved asset; offering opportunities for residents to enjoy nature, to take more exercise to improve their physical and mental health, and to join in events that create a sense of belonging to a friendly community. The Council will protect biodiversity in the Borough and improve access to the countryside, particularly through the new draft Local Plan, and the new walking and cycling strategy that is being developed. Many residents enjoy being involved in gardening, landscape conservation and planting as part of Friends groups for the parks, and this will be encouraged.
Enjoying good health and a sense of wellbeing

Good health is fundamental to quality of life. Too many residents of Broxbourne either do not enjoy good health, or through their busy lifestyles are likely to develop health problems in the future. Obesity and lack of exercise are direct causes of cardiac disease, strokes, diabetes, some types of cancer and dementia. Encouraging residents of all ages to enjoy more physical activity is a thread that runs through the work to increase use of leisure centres and parks and open spaces, the new walking and cycling strategy, and the planning of future residential developments in the Borough.

As the number of Broxbourne residents aged over 75 is increasing, the Corporate Plan contains action to support them to enjoy a healthy and happy retirement. Enabling residents of all ages to share leisure activities and community events, and to engage in volunteering, builds the social ties, friendships and mutual support that are vital for everyone and that can be missed particularly by older people and people who have experienced mental illness. Bringing people of all ages and backgrounds together will increase respect and care for the more vulnerable and isolated members of the community.

A permanent home

Wages are not increasing as quickly as the cost of renting or buying a home in Broxbourne, and an increasing proportion of the population is struggling to afford housing in the Borough. Once adopted, the new Local Plan will make provision for affordable housing to be built in the Borough, but many residents will continue to rent in the private sector. The national cap on the amount of Government benefits people can receive makes many tenancies unaffordable for people who are on low wages or unemployed, particularly those with children. The Council will help residents who are homeless or at risk of homelessness to secure a tenancy. Often this means assisting them to find work, to address debts, or to secure help for a disability or long-term health condition.
6. **Promote community safety and reduce fear of crime.**

6.1. Aim to reduce the opportunity for crime in new developments through effective planning policies.
6.2. Through the local neighbourhood improvement scheme, provide fencing, gating and other works to improve the security of local residents.
6.3. Work with schools to reduce dangerous parking outside school gates.
6.4. Provide diversionary activities for young people, especially those at risk of offending.
6.5. Work with the Community Safety Partnership to improve the safety of the Borough’s town centres and shopping parades.
6.6. Take action to tackle hate crime.
6.7. Work with partners to increase awareness about child protection and domestic abuse, and signpost appropriate referral pathways.

7. **Enhance the quality of life in local neighbourhoods.**

7.1. Implement the Rye Park Plan to improve the street environment and bring new community facilities and jobs.
7.2. Make improvements to the environment of the Whitefields estate.
7.3. Enhance locations in the Borough with suitable public art.

8. **Maintain a clean and tidy Broxbourne.**

8.1. Achieve the Council’s service standards for street cleansing and litter picking.
8.2. Encourage residents to play their part in keeping the Borough clean.
8.3. Maximise the use of CCTV to tackle fly-tipping incidents.
8.4. Monitor street scenes to locate defects, littering, overgrown hedges and other pavement obstructions, and take action to remove these.
8.5. Take enforcement action against fly-tipping, abandoned vehicles and enviro-crimes.
9. **Reduce waste and increase recycling.**

9.1. Continue to reduce the amount of residual waste per household that is not reused, recycled or composted.

9.2. Introduce weekly food waste collections as an extra service for residents.

10. **Maintain parks and open spaces and promote their use, and seek the creation of new and accessible open spaces.**

10.1. Retain Green Flag accreditation for Cheshunt Park, Cedars Park, Cheshunt Cemetery, Barclay Park and Wormley Top Field (Green Pennant).

10.2. Run more events and activities in local parks and open spaces, and promote enjoyment of the parks through the new “ParksHerts” web application.

10.3. Improve access to the countryside through the new Rosedale Park.

10.4. Further encourage Friends Groups and other groups to take part in planting, conservation and improvement work in local parks and open spaces.

10.5. Increase use of Cheshunt Park Golf Centre.


11. **Help residents to have a healthy lifestyle.**

11.1. Support development of physical activities and sports locally particularly aimed at people who are currently less likely to be physically active.

11.2. Increase usage of Borough sports facilities, particularly the leisure centres.

11.3. Run play schemes for children.

11.4. Increase attendance at Council youth projects.

11.5. Promote understanding of health through public health campaigns.

11.6. Protect the public’s health through environmental health and licensing services.

12. **Encourage a sense of community through events, leisure activities and volunteering.**

12.1. Increase attendance at arts and community events.

12.2. Encourage and promote volunteering opportunities within the Council and the wider community.

12.3. Increase use of the Spotlight.

12.4. Support older people and people with mental health issues to engage in social and community activities.
13. Help residents affected by homelessness and disadvantage.

13.1. Work with partners to help local residents affected by welfare reform to obtain paid employment.
13.2. Prevent homelessness where possible and provide appropriate support to those who are in temporary accommodation.
13.3. Maximise suitable rehousing opportunities for local people in housing need including the use of the private sector and opportunities to relocate to cheaper areas.
13.4. Maintain a range of funded supported housing for vulnerable local residents with support needs.
13.5. Ensure residents are able to access appropriate advice on issues including employment, debt and welfare benefits.
13.6. Work with community groups and other public agencies to tackle discrimination and promote equal opportunities for all.
INNOVATIVE BROXBOURNE: AN EFFECTIVE, ENABLING COUNCIL

Value for money and efficiency

Broxbourne Council has a proven track record of achieving efficiency savings year on year and delivering value for money, and has maintained a low council tax. Over the last four years, savings have been achieved through efficiency reviews and innovation. Savings can be summarised as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff reductions (19% of the wage bill)</td>
<td>£1,900,000</td>
</tr>
<tr>
<td>Increase in income from Leisure Services and Environmental Services</td>
<td>£916,000</td>
</tr>
<tr>
<td>Service and operational changes</td>
<td>£902,000</td>
</tr>
<tr>
<td>Better, smarter procurement</td>
<td>£400,000</td>
</tr>
<tr>
<td>Additional income from investment property</td>
<td>£800,000</td>
</tr>
<tr>
<td>Reduced residual waste</td>
<td>£234,000</td>
</tr>
<tr>
<td>Reduction in grants to voluntary organisations and sponsorships</td>
<td>£208,000</td>
</tr>
<tr>
<td>Energy efficiency initiatives</td>
<td>£50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£5,410,000</strong></td>
</tr>
</tbody>
</table>

However, all local authorities are operating in a difficult financial climate and further continuing efficiencies will be required over the medium term. The Council has had a longstanding ambition to achieve financial self-sufficiency, and this has been confirmed by the Government decision to withdraw revenue support grant from local authorities by 2020.

The Council will need to reduce the annual budget by a further £2.3 million by 2020.

An Efficiency Plan for 2017-2020 has been developed to achieve the savings, following a five-week consultation with residents, service users, partners, volunteer groups and other stakeholders.
Badger BC Investments

In a pioneering initiative, the Council established Badger BC Investments Ltd, a wholly owned subsidiary company, to generate revenue through property investment. In 2015/16 the company paid the Council £166,000, helping to balance the Council’s budget. Badger BC will continue to expand its property portfolio in the coming years.

Shared services

The Council has shared service arrangements with neighbouring authorities. The arrangements are with Welwyn Hatfield Borough Council for Revenues, Benefits and Computer Services; with Harlow and Epping Forest District Councils for Internal Audit; with Epping Forest District Council for Lowewood Museum; and with Hertsmere Borough Council for service managers for Customer Services and Parking. These arrangements provide opportunities for further efficiencies in future years.

Along with six other Hertfordshire authorities, Broxbourne has set up a jointly owned company to provide Building Control services which will also compete with the private sector.

Innovation and business growth

The Council is innovative and ambitious. It was awarded a grant of £1.8m from the Hertfordshire Local Enterprise Partnership to build the Ambition Broxbourne Business Centre (ABBC). The new ABBC provides much needed business start-up units for local entrepreneurs but will also generate revenue income in excess of £350,000 by 2019/20.

The Council has also entered into a build-and-operate contract with a private sector cemetery and crematoria provider. The Council has leased the land on a long-term lease and the company will construct and then operate a crematorium and mausoleum on the site. As well as delivering a key service to residents of the Borough, this will generate revenue income for the Council in excess of £50,000 per annum by 2019/20.
Working in partnership

Partnership working is essential for achieving the Council’s ambitions for the Borough. Some of the most important partnerships are:

**Broxbourne Local Strategic Partnership**: the umbrella partnership taking a holistic approach to improving the quality of life in the borough. Partners include the Council, Police, Fire and Rescue, Hertfordshire County Council, Citizens Advice, Hertford Regional College, Jobcentre Plus, Community Voluntary Service for Broxbourne and East Hertfordshire (CVS), B3Living Housing Association, Aldwyck Housing Group, two headteachers and a manager representing children’s centres.

**Ambition Broxbourne Strategic Board**: developing the economy of Broxbourne. Partners include the Council, Hertfordshire County Council, the Hertfordshire Chamber of Commerce, Volker Wessels, B3Living, Jobcentre Plus, CVS and Lee Valley Regional Park.

**Broxbourne Community Safety Partnership**: addressing community safety in the Borough. Partners include the Police, Council, Fire and Rescue, Youth Services, CVS and Probation.

**Broxbourne Health and Wellbeing Strategic Group**: tackling public health in Broxbourne. Partners include local GPs, the Council, children’s centres, district nurses, CVS, school nurses, B3Living, and Citizens Advice.

Partnership working with both the private and public sector will be developed further to secure efficiencies through innovation in service delivery and location, and to lever in external funding.

Staff development

As at 31 March 2016 there were 393 full-time equivalent staff. Staff numbers have decreased by 40% since 2008. More staff are now able to work at least part-time from home. Staff development will focus on the changing workload: efficient project management, key IT skills, customer care and procurement.
INNOVATIVE BROXBOURNE: AN EFFECTIVE, ENABLING COUNCIL
Corporate Objectives for 2017-20


14.1. Implement the Efficiency Plan to reduce the Council’s net budget and make the Council financially self-sufficient by 2020.
14.2. Manage the Council’s assets efficiently to maximise returns and contribute to Council priorities.
14.3. Improve the energy efficiency of Council-owned buildings.
14.4. Expand the property portfolio of Badger BC Investments Ltd, a company wholly owned by the Council, to generate income.

15. Communicate effectively with residents of all ages and backgrounds.

15.1. Offer information to residents in the medium they prefer and tailored to their needs.
15.2. Improve the Council website to maximise use by residents as their favoured channel for obtaining information and services.
15.3. Engage with the Youth Council and support the election of a Youth Mayor to give young people in the Borough a voice.
15.4. Consult residents about major proposals, for example, the Local Plan, budget savings and service changes.

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

16.1. Work with partners to identify local needs, bring investment and external funding into Broxbourne and to coordinate and co-locate services.
16.2. Work in partnership with local businesses to maximise opportunities for sponsorship and advertising of Council services and assets.
16.3. Maximise the efficiency and resilience of Council services through partnerships with other local authorities.
17. Be transparent and ensure effective scrutiny and risk management.

17.1. Run an effective scrutiny programme for the Council’s decision making.
17.2. 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.
17.3. Manage capital projects effectively and deliver them to an agreed timeframe and within budget, taking remedial action if there are problems.
17.4. Advertise all procurement opportunities above £10,000 to achieve best value.

18. Develop a workforce with the skills to meet changing needs.

18.1. Ensure the Council’s corporate training programme meets priority needs.

19. Assess the performance of Council services and take action to improve.

19.1. Develop a profile of the Borough with statistics related to the corporate priorities and monitor it regularly. Use the information to adjust action to achieve corporate priorities.
19.2. Use benchmarking and market testing to ensure Council services are good value for money.
19.3. Develop opportunities for commercial development of Council services.

20. Meet Council service standards and deliver good customer care.

20.1. Deliver services to the standard published in Service Standards May 2016.