



10 January 2017

Dear Sir/Madam

A meeting of the Policy and Performance Committee will be held on Wednesday, 18 January 2017 in the New Council Chamber, Foster Avenue, Beeston, commencing at 7.00pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors:	S J Carr	R I Jackson (Chair)
	M J Crow (Vice Chair)	E Kerry
	S Easom	G Marshall
	D A Elliott	J W McGrath
	J C Goold	P D Simpson
	A Harper	

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES

PAGES 1 - 4

The Committee is asked to confirm as a correct record the minutes of the meeting held on 16 November 2016.

4. BEESTON SQUARE UPDATE PAGES 5 - 6
To update the Committee on progress on The Square 2.
5. PEOPLE STRATEGY 2012-16 PAGES 7 - 14
To inform councillors about progress in implementing the People Strategy for 2012-2016.
6. FUTURE SKILLS NEEDS/APPRENTICESHIP LEVY PAGES 15 - 16
To update the Committee with details of the Apprenticeship Levy due to be introduced in April 2017.
7. PROPOSED SAVINGS – ENVIRONMENT PAGES 17 - 23
To advise members of proposed savings within the Environment team to help address the predicted General Fund revenue budget gap.
8. CONSULTATION ON CHANGES TO RAILWAY CROSSINGS IN ATTENBOROUGH PAGES 24 - 26
To inform the Committee of a consultation by Network Rail regarding potential alterations to railway crossings in the Attenborough area.
9. ADDITIONAL TEMPORARY HUMAN RESOURCES SUPPORT PAGE 27
To request the Committee to authorise an extension of temporary HR support to the end of the financial year.
10. WORK PROGRAMME PAGE 28
To consider items for inclusion in the Work Programme for future meetings.
11. EXCLUSION OF PUBLIC AND PRESS
The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Schedule 12A of the Act.
12. HOUSING RESTRUCTURE PAGES 29 - 45

13. ENVIRONMENT DEPARTMENT INTEGRATION PAGES 46 - 57
14. EMPLOYEE SAVINGS PROGRAMME PAGES 58 - 67

POLICY AND PERFORMANCE COMMITTEE

16 NOVEMBER 2016

Present: Councillor R I Jackson, Chair

Councillors: M Brown (substitute)
S J Carr
M J Crow
S Easom
A Harper
E Kerry
G Marshall
J W McGrath
P D Simpson
M Radulovic MBE

Apologies for absence were received from Councillors D A Elliott and M R Kee.

29. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

30. **MINUTES**

The minutes of the meeting held on 14 September 2016 were confirmed and signed, subject to an amendment to minute number 28, Letting of the Residential Flats at Beeston Square, to remove the words 'under an employment contract'.

31. **BEESTON SQUARE UPDATE**

Members noted a report on the progress of the redevelopment of Beeston Town Centre and were informed that the Council had initially been approached by a large-scale cinema operator, although the number of car parking spaces required by the operator was not suited to the land available. Smaller cinema operators were still in contact with the Council over possible future options.

The Committee was informed that, as yet, there had been no expenditure on the new consultants and it was requested that as much notice as possible be given prior to the workshop planned for later in the month.

32. BUDGET TIMETABLE AND CONSULTATION

Section 65 of the Local Government Finance Act 1992 placed a duty upon local authorities to consult representatives of non-domestic ratepayers before setting the budget.

For 2016/17, the new five-year Corporate Plan presented an opportunity to join up public engagement on policy and financial matters and seek views on specific matters that would inform the budget for 2016/17 and beyond. For 2017/18 a similar approach was implemented using a web-based survey, publicised through social media.

It was queried whether residents were contacted following consultation submissions. Officers responded that feedback was provided for residents on outcomes.

RESOLVED that the budget-setting process for 2017/18 be approved.

33. REVIEW OF THE CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE

The Committee noted a report which outlined progress against outcome targets linked to Corporate Plan priorities and received an update as to the latest financial performance as measured against the budget. The following comments and responses were amongst those included:

- Reporting on nature reserves would be more productive if it showed total hectares rather than the number of nature reserves.
- Each incidence of fly-tipping was counted and compared to the government's figures. The Environment and Community Safety Committee consider action plans which contain the information.
- Case work for councillors regarding trees had increased following the responsibility for highways being transferred to the County Council.
- Figures showed a reduction in anti-social behaviour cases being reported in the Borough, although the perception amongst business was different. The police should maintain a highly visible presence on the streets.
- The cost settlement over the New White Bull showed the vagaries of the appeals system. Members represented local residents but were charged costs for undertaking a democratic right.

34. STAPLEFORD POST OFFICE: PROPOSED MOVE TO NEW PREMISES

The Council had received a letter from the Post Office setting out a proposal regarding the relocation of Stapleford Post Office to 'Bargain Booze' at 98 Derby Road, Stapleford.

Local consultation was due to finish on 29 November 2016, with any changes made, should the proposal proceed, during January or February of 2017.

Concern was expressed that no representatives from the Post Office had visited Stapleford and there was a lack of awareness of local needs. The proposed venue was unsuitable for those with certain religious beliefs or medical issues such as alcohol dependency. It was further expressed that although members did not want to lose a Post Office in Stapleford, 'Bargain Booze' was not a suitable venue for relocation.

RESOLVED unanimously that representation be made on behalf of the Council and circulated to members ahead of the consultation deadline.

35. WORK PROGRAMME

Members were informed that an update on Beeston Town Centre would be added to the Work Programme for the meeting to be held on 18 January 2017 as necessary.

RESOLVED that the Work Programme be approved.

36. EXCLUSION OF PUBLIC AND PRESS

RESOLVED that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Schedule 12A of the Act.

37. HUMAN RESOURCES RESTRUCTURE

RESOLVED that:

1. **The decision of the Chief Executive to grant voluntary redundancy to the Head of Human Resources (C11) from the end of April 2016 be noted and endorsed.**
2. **The voluntary redundancy of the Learning and Development Manager (C15) from the end of November 2016 be approved.**
3. **The deletion of the posts of Head of Human Resources (C11), Learning and Development Manager (C15), Principal Performance Improvement and Equalities Officer (C23) and HR Admin Officer (C24) be approved.**
4. **The redefined roles set out in appendix 4 of the report be approved.**
5. **The extension of the working hours of the Learning and Development Assistant (C16) from 28 to 37 per week and the extension of the hours of the Assistant Payroll Officer to 37 per week be approved.**

38. EMPLOYEE SAVINGS

RESOLVED to start a thirty day consultation period with employees and unions on the programme of employee savings outlined in the report.

39. SHARED MONITORING OFFICER RELATIONSHIP WITH RUSHCLIFFE BOROUGH COUNCIL

RESOLVED that:

- 1. The shared Monitoring Officer relationship be paused for six months.**
- 2. Authority be delegated to the Chief Executive, in consultation with the Leader and the Leader of the Opposition, to give effect to the re-evaluation by the independent Hay Consultant of the Monitoring Officer role within the pay policy approved by Council.**

(The item was moved in the agenda as it involved the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Schedule 12A of Section 100A of the Local Government Act, 1972.)

40. EXTERNAL INVESTIGATION

A recorded vote was requested by Councillor G Marshall and seconded by Councillor M Brown and the voting was as follows:

<u>For</u>	<u>Against</u>	<u>Abstention</u>
M Brown	G Marshall	
S J Carr	J McGrath	
M J Crow		
S Eason		
A Harper		
R I Jackson		
E Kerry		
P D Simpson		

RESOLVED to commission an external investigation into complaints and grievances involving the conduct of officers of the Council.

(Councillor M Radulovic MBE left the meeting before discussion or voting thereon, in addition to all Council Officers except for the Scrutiny/Democratic Services Manager.)

Report of the Director of Housing, Leisure and Property Services

BEESTON SQUARE UPDATE1. Purpose of report

To update the Committee on progress of The Square 2.

2. Progress to date

- Detailed discussions are being held with a range of cinema operators specialising in small to medium sized operations (now that it is clear that larger scale operators are unlikely to be interested in the site due to their associated large scale on-site car parking requirements).
- Similar discussions are being held with mid-range hotel operators and developers of such. Discussions are not being sought with restaurant/bar operators at this stage as a key driver for them would be whether or not a cinema operator comes to the site.
- The Council's consultants have met with Broxtowe planners and agreed (at officer level) some key massing concepts and limitations. In particular the concept of a landmark residential block is being designed and financially modelled.
- In an iterative process the consultants have prepared an outline plan for the site which is being discussed with operators to ensure it meets their requirements and which is being evaluated in terms of its viability.
- The outline plan includes a cinema, bars and restaurants, mid-range hotel, a significant number of residential units and an area of public realm through the middle connecting the bus/tram interchange with Station Road/Tescos.
- The fall-back, non-cinema, option is likely to be larger scale residential with a degree of ground floor active frontage in the form of retail and/or restaurants.
- The future of the 'Argos block' is also being considered as part of this work, although this does depend on overall scheme viability and on the whether the proposed national move of Argos stores into Sainsbury's stores takes place in Beeston.

3. Maintaining progress

If a viable cinema option emerges then it is planned to discuss this with members at a workshop session and to seek the approval in principle of this Committee. This would then be formally soft market tested with developers prior to undertaking an OJEU procurement. An estimate of the forward timetable is given in the appendix.

4. Financial implications

There are no new financial implications arising directly from this report.

Recommendation

The Committee is asked to NOTE this report.

Background papers

Nil

APPENDIX

Estimate of phase 2 timescales

Date	Item
October 2016/January 2017	Define the Council's aspirations in detail
February/September 2017	Undertake OJEU procurement process
September 2017	Appoint preferred developer
September 2017/August 2018	Legal and financial closure, planning in parallel
October 2018	Commence construction
December 2019	Project completed and opened

Report of the Chief Executive

PEOPLE STRATEGY 2012-161. Purpose of report

To inform councillors about progress in implementing the People Strategy for 2012-2016 and to present current data on workforce trends.

2. Detail

The current People Strategy is coming to the end of its implementation period. A summary of the actions which have been implemented during the current strategy period is attached as the appendix. There have been some significant achievements, including the achievement of a 'Silver' Investors in People award in October 2015, requiring the achievement of an additional 75 indicators over and above the 'ordinary' IIP level. This was achieved after an external inspection. Other areas to note include the success of online learning, apprenticeship placements, reduction in accidents and business mileage and a strong approach to maintaining equal pay for work of equal value.

During the early part of 2017, steps will be taken to engage with employees and come up with a new strategy for 2017-2020 which will be presented to councillors for approval.

3. Financial implications

None arising from this report.

Recommendation

That the Committee NOTE the progress made in implementing the People Strategy 2012-16 and agree to the development of a new Strategy to be presented to the Committee early in the New Year.

Background papers

The People Strategy 2012-2016

<http://www.broxtowe.gov.uk/CHttpHandler.ashx?id=24587&p=0>

APPENDIX

Aim 1: To promote a culture in which the importance of strong and inspiring leadership is highly valued and encouraged.

The People Strategy will contribute to the achievement of this aim through:

- **defining leadership competencies and behaviours**

A new Core abilities framework has been developed and is available through the Broxtowe Learning Zone. This has linked to the Council's values and the Personal Development process and is in the process of being discussed in SMT and rolled out corporately.

- **developing leadership development programmes**

A Management Development Programme was run in partnership with Nottingham Trent Business School in 2016. In addition, individuals have participated in management development programmes funded through the corporate training budget.

- **equipping managers with the skills necessary to implement change**

Managing change was one of the modules included within the NTU management development programme, attended by all directors and heads of service.

- **developing opportunities for coaching and mentoring to take place across the organisation**

The Management Development partnership with Nottingham Business School included individual coaching and mentoring for all senior managers as well as group coaching sessions.

- **developing robust succession plans and identifying and nurturing talent.**

There have been some examples where this has worked well, for example in ICT, (progression of apprentices); Planning (succession following retirements of head of service and Principal Planning Officer) and Communications (succession following retirement of Head of Service).

Aim 2: To create and sustain an environment that nurtures personal learning and development of all employees and encourages employees to serve citizens well.

The People Strategy will contribute to the achievement of this aim through:

- **enriching the Personal Development Review programme, ensuring people have clear objectives and career development opportunities**

A new Corporate Learning and Development Programme sets out clearly what development opportunities are offered consistent with the Council's priorities and objectives. The new online PDR process links to the core abilities framework and is in the process of being discussed at SMT and rolled out corporately.

▪ **capturing and using comprehensive information to evaluate training undertaken**

Every online training course has an inbuilt evaluation section and all face to face courses are evaluated.

▪ **providing relevant, focused and flexible developmental opportunities for employees including extending e-learning programmes**

Since the launch of the Broxtowe Learning Zone during the strategy period, 5,200 e-learning modules have been completed. Eleven new e-learning modules were released in 2015/16 with a further 20 modules planned for 2016/17. 84% of employees are now qualified to level 2.

▪ **developing an Employee Well-Being Strategy**

A number of employee wellbeing initiatives were progressed including:

- The introduction of the telephone helpline "PamAssist" which provides tailored help and support for a wide range of employee support needs
- subsidised flu jabs
- osteoporosis screening
- Workshop for employees supporting relatives living with dementia

▪ **addressing factors that impact on health, wellbeing and engagement in the workplace in relation to demographic change, an ageing workforce, technological advances and economic uncertainty**

The HR team has responded to a variety of factors impacting on the wellbeing of employees including stress; mental health issues; employees who have developed disabilities during employment and who need reasonable adjustments; flexible retirement; requests for increased flexibility of hours and reductions of hours; redundancy and redeployment; employees with autism; dyslexia; employees who are carers and so on.

▪ **promoting high standards of customer care training throughout the Council to improve the quality of the service offered by employees**

Customer care training was provided for staff within the ICT section and for receptionists at leisure centres.

Aim 3: To provide an exceptional Human Resource (HR) service by succeeding as a team together.

The People Strategy will contribute to the achievement of this aim through:

- **reviewing and simplifying key HR processes**

As policies are systematically reviewed they are simplified wherever possible. The online learning system has made it easier for employees to access learning where they have access to computers. The introduction of the new Tensor system has enabled leave and flexi time arrangements to be approved and records kept online.

- **exploring opportunities for shared services with other bodies where reduced costs and tangible benefits could be achieved**

This has been and is being explored. Broxtowe provides IT training facilities to other authorities on a regular basis and has, during the last strategy period, supplied consultancy services to authorities as far as job evaluation is concerned. The team has been thoroughly multi skilled, increasing resilience and the opportunity for succession planning. The base costs of the HR service have reduced considerably as a result of the recent restructuring.

- **providing high quality HR management information**

An annual workforce profile is produced which provides a range of useful datasets. Regular reports are also given to GMT on absence, overtime costs and mileage claims.

- **listening and responding to the needs and aspirations of key stakeholders**

An employee communications group has recently been set up to improve internal two way communications with front line employees. GMT and SMT provide forums for discussion on a variety of corporate issues including HR policies. A recent example includes development of the new flexitime pilot scheme. The LJCC includes Union representatives and all HR policy changes are discussed through that group before progressing to Policy and Performance Committee. All significant restructure proposals are the subject of consultation with Unions and reported to Committees.

- **developing the existing HR system to ensure it remains fit for purpose**

There is still a need for the Chris 21 HR software system to be developed to make mileage and overtime claims electronic rather than paper based. However, it is currently fit for purpose as far as its functionality is concerned.

- **benchmarking HR practices against those of other organisations**

Benchmarking data is available to some extent (e.g. absence and accidents) but not as easily as previously as it becomes increasingly difficult to compare 'like with like'. Information which is available is reported in the Resources Business Plan for comparison purposes

Aim 4: To enhance and sustain a diverse, integrated and friendly workplace community.

The People Strategy will contribute to the achievement of this aim through:

- **embedding equality and diversity with a focus on the six strands of gender, ethnicity, disability, religion and belief, sexual orientation and age into all aspects of Broxtowe employee life**

The Equalities Working Group continues to give oversight to this area. There is now a much better and more rigorous approach to equality impact assessments for policies which are reported to Committees.

- **developing, monitoring and reviewing equality and diversity targets**

The annual Equality Framework and Action plan presented to Committee in March each year continues to guide future action. The Authority was judged to be an 'Achieving' authority in relation to the Equality Framework for Local Government after an external inspection. An annual framework and action plan is presented to Policy and Performance Committee each March. All Business Plans integrate equality and diversity data which are reported through to relevant service committees.

- **promoting Broxtowe Borough Council as an organisation which actively embraces diversity and equality**

The Authority was granted the ability to advertise jobs using the 'Two ticks' system in recognition of its approach to recruiting people with disabilities. The workforce profile gives data relating to the number of disabled employees in the workforce and the average length of service of disabled employees.

- **making an organisational pledge which demonstrates the Council's commitment to tackling mental health discrimination**

The Authority signed the 'Mindful Employer' Charter, publicly declaring its commitment to recruit and support people with mental health problems in the workplace during the strategy period. The next self-assessment under the charter is due to take place in May 2018.

- **ensuring that policies and procedures promote equality and diversity at the Council**

This work is led and overseen by the Equalities Working Group which meets quarterly and is chaired by the Chief Executive. The Disabilities Forum which meets twice a year and is also chaired by the Chief Executive is also consulted on service issues and policy development matters.

- **promoting corporate and government initiatives on reducing and responding to levels of child poverty and domestic violence within the Borough**

A new Child Poverty Action Plan was developed and is being implemented together with a new domestic violence policy (employee focused) during the strategy period.

- **maintaining the Single Status pay and reward framework**

The JE system continues to be maintained and the equality data in the workforce profile gives current data. The median (middle of range) calculation of the all employees gender pay gap is 2.06% (nationally the figure is 9.4%) and the mean (average difference between male and female earnings) is 10.89%

Aim 5: To promote the positive engagement of employees through demonstrating Broxtowe as a caring employer, working successfully with Unions to modernise working practices and developing partnerships with external agencies to achieve the Council's objectives.

The People Strategy will contribute to the achievement of this aim through:

- **increasing the number of opportunities to provide apprenticeships, work experience and work placements through a Broxtowe apprenticeship scheme and a work experience programme**

The Council has provided 19 new apprenticeship opportunities during the strategy period and between 20 and 30 work experience placements are offered a year.

- **playing an active role in helping disadvantaged groups in the local community regarding employability**

Work experience has been offered to individuals referred from the job centre who have disabilities.

- **seeking initiatives to 'grow our own' future workforce through training, development and succession planning.**

There are some good examples where this has worked well, for example in Communications and in Planning as mentioned earlier.

- **ensuring safe systems of work at all sites and workplaces are monitored and maintained**

The Authority has a good record on health and safety, with a steadily declining number of accidents. In 2015/16 there were 43 accidents representing a reduction of 9% over the previous year. There is an active approach to risk identification and assessment. The Health and Safety Committee meets twice a year and includes representatives from trade unions

- **improving access for all employees to policies, procedures and other HR information**

The intranet is regularly updated with HR information and is well indexed. The employee news bulletin is evolving into a more user friendly accessible online version

- **working with the local trade unions in issues relating to the well-being of employees**

The Council continues to have a positive and constructive relationship with trade unions, which are consulted on all significant HR issues and play a full and active part in the Local Joint Consultative Committee.

Aim 6: To support modern, efficient ways of working which reduce adverse impacts on the environment, and ensure employees are equipped with skills to deliver services which enhance the environment.

The People Strategy will contribute to the achievement of this aim through:

- **supporting employees in seeking new partnerships and modernising working practices including those which involve co-location, shared services with other bodies and managing across organisations**

The Police and CAB are co-located partners, and the DWP is due to come into the Council Offices in the early part of the new financial year. The report to Policy and Performance Committee in July 2016 set out the significant cost avoidance and income generating activity arising from the Council's approach to shared services (over £530,000 per annum).

- **extending opportunities for more employees to access flexible working opportunities including homeworking**

This opportunity is offered to employees. Currently there are a number of homework based employees together with a range of people working flexibly including those who are employed to work annualised hours, term time or other specially fixed working hours. The Authority is participating in a Nottinghamshire wide initiative to promote flexible hiring and an action plan is being developed.

- **equipping employees with technological skills to enable them to capitalize on opportunities for paperless processing, working with mobile devices and working remotely to enhance efficiency and reduce adverse environmental impacts**

All existing IT systems and new systems entail training for officers on use of the systems. The Council is fortunate to have its own IT trainer who can ensure training is available, if necessary on an individual basis.

- **developing environmental awareness skills so that employees are able to look for energy savings and more environmentally friendly ways of delivering services**

The Authority was accredited to the Investors in the Environment 'Green' (highest) standard, demonstrating it has good systems and processes in place to engage employees in energy saving and environmentally friendly ways of working.

Report of the Chief Executive

FUTURE SKILLS NEEDS/APPRENTICESHIP LEVY1. Purpose of report

To update the Committee with details of the Apprenticeship Levy due to be introduced in April 2017 and to provide background information on the possible implications to the Council both operationally and financially.

2. Details

The government made a manifesto pledge to increase the number of apprentices to three million starts by 2020. The Council has an established record of offering apprentice positions to develop the skills of young people to improve their job prospects. Sixty-four apprentice positions have been offered by the Council since the programme began 20 years ago. Under the current scheme the Council pays the salary of the apprentice and training fees are drawn down from the government by the appointed training provider. From April 2017 the Council will also be responsible for payment of the training fees direct to the appointed provider through a digital levy account.

All organisations, both public and private sector, with a pay bill in excess of £3 million, will have to contribute 0.5% of their pay bill to the levy account to pay for the training. These deductions will be made monthly to the HMRC. In addition, public sector bodies have been set a duty of 2.3% of the workforce to be apprentices to help meet the targets set.

The Council currently has seven apprentices in post who will continue to be funded under the current provision to the end of their apprenticeship. Other changes to apprenticeship provision will also be introduced from April 2017 including:

- The age restriction for funding will be removed
- The level of apprenticeship offered will range from a level 2 to a level 7 qualification
- Apprentices can come from the existing workforce.

Discussions have taken place with Directors and Heads of Service to identify potential apprenticeship posts during 2017/18 and any future skills training required of the current workforce which could be met from the Levy funds. The appendix contains some thoughts on the opportunities for Broxtowe which are presented by the apprenticeship levy. A further report will be brought to Committee when a plan has been drawn up using this information.

3. Financial implications

The amount of the levy for Broxtowe could be between £27k and £50k a year, depending on whether the budget relating to Liberty Leisure is included within the calculation. This is a matter on which further advice needs to be obtained.

Recommendation

The Committee is asked to NOTE the report and RESOLVE that a new Strategy be submitted to Committee.

Background papers

Nil

APPENDIX

Discussions are currently taking place in Nottinghamshire about co-ordinating local government approaches to accessing the funding generated by the apprenticeship levy.

One of the opportunities presented by the levy proposals is to create more of a 'skills escalator' approach to apprenticeship positions, which would avoid one of the current problems experienced which is that employees reach the end of their apprenticeship and have no further next step within the Council which is available to advance their career prospects.

Another opportunity is to create higher level apprenticeship positions from existing employee positions so that higher levels of skill can be developed funded from the apprenticeship levy pool.

Developing a more formal Apprenticeship Strategy, based on an initial assessment of skills requirements for the future, could assist planning for annual individual apprenticeship positions on a department by department basis and set out a clearer career progression pathway for apprentices within the organisation.

Report of the Deputy Chief Executive

PROPOSED SAVINGS - ENVIRONMENT1. Purpose of report

To advise members of proposed savings within the Environment team to help address the predicted General Fund revenue budget gap.

2. Detail

Officers within the Environment team have undertaken a further review of the services to identify if additional cost savings could be made in the revenue budget from 2017/18 onwards.

The savings proposed are all new savings that have not been identified previously. This work has been undertaken in consultation with the front line operational staff and with the Chairs of the Finance and Resources, Leisure, Parks and Cemeteries and Environment and Community Safety Committees

Appendix 1 details the four key areas where the additional cost savings are proposed.

The changes as reflected in the report require the necessary knowledge and skills within the Business and Projects and the Operations teams to ensure that these savings can be achieved and there is no reduction in the quality of front line service delivery.

3. Financial implications

The estimated financial implications are set out in the appendix detailing the proposed savings across the relevant revenue budget heads.

Recommendation

The Committee is asked to RESOLVE that the cost savings and staffing implications outlined in this report be approved.

Background papers

Nil

APPENDIX

Proposed Areas for Cost Savings

1. Trade Waste Review

The refuse and recycling service is going through a holistic review. The trade waste service has never been subject to a review process and historically collections rounds have been put together in accordance with what is operationally manageable. This has resulted in small amounts of household waste being collected together with trade waste.

The refuse and recycling reschedule project has now moved forward to include a review and reschedule of the trade waste collection rounds.

Currently the Council collects trade waste from around 767 commercial properties throughout the Borough. Around 1,450 tonnes of residual waste and 220 tonnes of recycling waste is collected each year.

The waste from the commercial properties is collected by two different teams over the week. Within the working week the teams will collect trade waste on certain days and household waste on other days.

The review of the collection rounds will result in a dedicated trade team which solely collects trade waste five days a week. The remaining team will collect household waste only. There will be no mixing of waste streams. The consequence of this is that savings can be achieved on waste disposal charges that the Council incur from Nottinghamshire County Council.

The disposal charge for residual waste is £104.88 per tonne. The disposal charge for recycling waste is £32.78 per tonne. Reorganising the rounds and separating the household waste element from the trade waste will enable the following savings to be made:

Waste Stream	Tonnage	Savings
Residual Trade Waste	179.35	£18,810
Recycling Trade Waste	84.00	£2,753
Total		£21,563

This figure has been calculated by analysing the number of bins and amount of waste collected from properties deemed as 'household' but is currently collected co-mingled with the trade waste. This includes waste from properties such as Schools, Care Homes and Charity Shops.

This change will have no impact on the frontline delivery of the service and will improve the operational aspect of managing the trade waste service.

Following the creation of a dedicated trade waste team a review of the trade waste service will be undertaken to determine the cost or profitability of the

service. A further report will be brought back to Committee in due course to outline the findings of the review exercise.

Total Savings £21, 563

2. Review of Floral Bedding Schemes

The Council currently plants around 43,000 bedding plants on two occasions per year; once in late spring for the summer display and again in late October for the spring display.

The cost to supply these plants is approximately £25,000 per annum with an annual maintenance cost of £91,000. The annual maintenance comprises the following tasks: plant removal and bed preparation (two occasions), planting (two occasions), weed removal and dead heading (18 occasions), irrigation (eight occasions). This work is necessary to ensure that the beds are in good condition throughout the year.

In general the beds are well received but expensive to maintain. Given the current financial constraints, trials were undertaken last year to introduce an annual seed mix to some beds as an alternative to traditional bedding plants. This proved very successful and was well received. It has the following advantages:

- Initial cost of seed is significantly lower than purchasing bedding plants.
- Only four visits per year: two to sow the seed, then clear out the plants together with two irrigation visits to establish the plants, compared with 30 visits per year with traditional bedding.
- Environmentally friendly plants providing a rich nectar source for bees and other pollinators.
- Highly colourful and dramatic displays with exotic colours that reflect modern trends in garden design and maintenance.
- Long flowering season which is very beneficial to native pollinators.

In 2017 it is proposed to introduce an annual seed mix to replace a large number of the Council's traditional bedding areas. In addition the less high profile beds in areas with limited visual impact will be removed and grassed down as part of the review. The total percentage of beds changed equates to 45% of the bedding areas maintained.

This will produce the following savings:

Supply of plant material. (This is based on the reduction in bedding plant cost less the cost of the annual seed mix). £10,600

Labour costs for maintenance. (This is based on the reduced number of maintenance visits) £36,573

Saving = £47,173

Employee costs

The estimated savings of £36,573 are based on estimates of time allocated for the tasks involved in maintaining the current planting regime. Converting this to cashable savings would require the release of approximately two posts. .

Applications for Voluntary Redundancy have been received from a number of front-line Grounds Maintenance employees. With the changes proposed, a reduction in staffing can be sustained without a direct impact on the quality of the front line provision of the Service. The operation will now be delivered in a different way but still providing a high quality, colourful and effective service.

Total Savings £47,173

3. Changes to Bowling Green Maintenance

The Council maintains seven bowling greens at the following parks:

Beeston Fields Recreation Ground, Beeston *
Broadgate Park, Beeston *
Coronation Park, Eastwood
Hickings Lane Recreation Ground, Stapleford *
Inham Nook Recreation Ground, Chilwell
Manor Farm Recreation Ground, Toton *
Queen Elizabeth Park, Stapleford

At the greens marked * there are automatic irrigation systems fitted. These have been in place for around 10 years and were installed to help improve the quality of the greens allowing granular fertiliser to be watered in to prevent scorch and to help good grass growth in the summer.

Originally these were controlled by the Fine Turf Maintenance team and programmed to come on as necessary after fertiliser applications and during periods of dry weather. However, with changes to the legislation relating to the storage of water in the tanks they now have to be activated on a daily basis to prevent a build-up of stored water. The consequence of this is that the greens are now being overwatered and are very slow for the bowlers. In addition large quantities of water are being applied.

The three greens where no automatic irrigation is present have not had the problem with slow playing surfaces and the clubs at these sites are very positive about the condition of the greens. In summary the automatic irrigation is causing more problems than it resolves and is not popular with the users of the facilities.

It is therefore proposed that the greens with automatic irrigations systems have their systems drained down and revert to manual watering as and when necessary in summer 2017. In addition a revision to the fertiliser application will be introduced to change to liquid fertiliser applied at reduced application levels. The clubs are supportive of this proposal if it speeds up the greens and makes them easier to bowl.

The following savings are achieved within this proposal:

- Annual maintenance and cleansing costs of Irrigation systems £2,000
- Reduced water costs £2,200
- Reduced fertiliser costs £5,500
- Reduced employee costs to apply fertiliser £4,100

The savings of £4,100 would be made in respect of Basic pay, National Insurance and Superannuation as part of the reduction in front-line staff through voluntary redundancies.

Total saving £13,800

4. Review of Partner Support

Historically the Council has provided funding from the revenue budget to help support the work of the following organisations:

- Greenwood Community Forest £5,000
- Groundwork Greater Nottingham £9,450
- Practical Conservation Volunteers (formerly BTCV) £17,550
- Nottingham Wildlife Trust £3,750

Given the financial savings that need to be made the value of this funding has been assessed together with various alternative ways of maintaining the partnerships. Further details are provided below.

All the organisations have been made aware of possible changes to the way the partnerships are funded. Whilst very disappointed, having pointed out the benefits that have developed as a result of the partnerships, they are all keen to continue to work with the Council.

Greenwood Community Forest

Set up over 20 years ago the organisation works with Nottinghamshire Districts on a variety of projects. Originally the focus was on tree planting but in more recent years the emphasis has been on partnership working with Friends Groups and organising Community events. Over the years the number of district councils in Nottinghamshire who are partners has reduced, now leaving only three funding partners (Broxtowe Borough Council, Mansfield District Council and Newark and Sherwood District Council) together with the County Council.

Whilst very positive partnership work has been undertaken over the years and funding has been sourced for various tree planting and community projects, the value of our £5,000 contribution is now questionable. With the removal of the

funding, Broxtowe officer involvement would still be provided at the Greenwood meetings but the Council would no longer receive Greenwood support with organising events. This would now be done 'in house'. This approach would produce a saving of £5,000.

Groundwork Greater Nottingham

The parks team has worked with Groundwork on a variety of Environmental Projects for many years. Working in partnership we have been successful in securing funding for a wide range of projects, most recently Long Lane Play Area, Attenborough. Groundwork were also key partners in the production of the Green Infrastructure Strategy and are currently working with the Council on the new Play Area Strategy.

Of the funding £1,500 is used to finance a Guided Walks leaflet. The funding is used by Groundwork to collate all the information, produce the leaflet and pay for printing costs. As a way forward it is proposed that the council cease to fund the Guided Walks leaflet. An alternative approach would be to buy in the services of Groundwork on an ad hoc basis from a reduced budget of £4,000 if and when they are needed for initiatives such as the Green Infrastructure Strategy. This would produce a saving of £5,450.

Practical Conservation Volunteers (PCV)

A community interest company formally the BTCV (British Trust for Conservation Volunteers). They have worked with the Council for over 25 years, initially on the Nottingham Canal but expanding into other areas such as Bramcote Hills Park, Banks Road Open Space, Pit Lane Recreation Area. They undertake a range of practical tasks such as hedge laying, reed removal, step construction, fence repairs.

The budget of £17,550 goes towards funding the 2 PCV managers/supervisors of the work together with a contribution towards vehicle running costs.

The PCV source and manage the volunteers for each of the project days.

Over the years the group have done some very valuable work for the Council across a wide number of sites. It is fair to say that not all of these are essential but some of them if not undertaken by PCV would have to be done with our own staff.

In 2015/16 there were 57 task days on Broxtowe sites with 362 volunteer days. On average there are six volunteers per task day. This equates to around £48 per person per day. Average working day is around five hours so this equates to about £9.60 per hour.

It is proposed that the arrangement with the PCV continues but on a reduced funding basis with a budget allocation of £10,000.

Nottinghamshire Wildlife Trust

Again the Council has supported this organisation through an informal service level arrangement. The annual figure of £3,750 is split between the following elements:

- Assistance with declaring new Local Nature Reserves
- Providing ecological advice on Broxtowe owned land
- Undertaking ecological surveys
- Providing advice on relevant Council strategies
- Providing assistance on updating Local Nature Reserve Management Plans

In addition, working in partnership it has been possible to secure £27,000 of external funding this year to develop habitat improvements. Historically the Council has paid the annual figure without a detailed schedule of works. In 2016/17 a more structured approach has been adopted with specific projects agreed. It is now proposed to adopt a similar approach as with Groundwork Greater Nottingham where services are bought in on an ad hoc basis when they are needed after first having agreed a day rate for the works required. A budget of £1,750 is proposed with a saving of £2,000.

Summary of Cost Savings

Total Saving £20,000

Summary of Cost Savings

1. Trade Waste Review	£21,563
2. Review of Floral Bedding	£47,173
3. Changes to bowling green maintenance	£13,800
4. Review of Partner support	£20,000
Total	£102,536

Report of the Chief Executive

**CONSULTATION ON CHANGES TO RAILWAY CROSSINGS IN
ATTENBOROUGH**1. Purpose of the report

To inform the Committee of a consultation by Network Rail regarding potential alterations to railway crossings in the Attenborough area.

2. Background

The Council has become aware, but has not yet been directly consulted, regarding potential alterations to railway crossings in Attenborough which may impact on the access members of the public currently enjoy to neighbouring facilities such as Attenborough Nature Reserve, the Church, the School, and to and from locations within the area generally. The proposals are being put forward for safety reasons.

The company states its plans are at an early stage and an important part of the process is to talk to the community which would be affected by any level crossing closure. Responses which are received by 25 January 2017 will be considered and inform the next step of the process which is a public information event to be held at Attenborough Village Hall, Attenborough Lane, Nottingham NG9 6AB on Wednesday, 8 February from 15:00-19.30. Network Rail employees will be available to discuss the options which are being considered. Once it has a preferred option for each location it will submit its plans to the Local Authority, whereupon a consultation in line with the relevant legal procedures will take place. Proposals which are being consulted on are attached in the appendix.

3. Financial implications

There are no cost implications to the Council.

Recommendation

The Committee is asked to CONSIDER the proposals and resolve accordingly.

Background papers

Nil

APPENDIX

Barratts Lane No. 1 Level Crossing

This crossing provides access to Attenborough Nature Reserve, residential properties and St Mary the Virgin Church. The current options which have been considered are:

1. The stopping up of all rights over the level crossing – users could access amenities by walking along Barratt Lane and over the Attenborough Public Highway Level Crossing, which has delineated pedestrian walkways. The alternative route (using the new path which was installed when Barratt Lane No. 2 level crossing was closed) measures approximately 440 metres. It provides step-free access to the amenities on either side of the railway.
2. Stepped Footbridge – A stepped footbridge could be erected at the same location as the level crossing. This would be no less inconvenient to some of the current users of the level crossing but it will restrict use for those with pushchairs, wheelchairs and pedestrians who have difficulty in climbing steps and would probably need to use the diversion route outlined above.
3. Ramped Footbridge – A ramped bridge would provide step free access for all users but, in complying with current engineering standards, the height of the bridge would need to take into account future railway electrification. The ramps would need to be 356 metres on an incline and also incorporate necessary landing points. However, there is no adjacent land available to accommodate a ramped footbridge without acquiring part or all of the nearby residential properties. The use of land to the south is also more problematic due to the proximity of water.

Long Lane Level Crossing

This crossing appears to have less use than others. It provides access to the Nature Reserve to the east, and provides a direct link between residential properties south west of the railway to Chilwell School. The options are:

1. To stop up all rights over the level crossing – Users would be redirected over Attenborough public highway level crossing to the south, which is approximately a 720 meter diversion.
2. Stepped Footbridge – There is sufficient land for the construction of a stepped bridge at this location and there would be no visual intrusion into nearby properties. Access over the railway would be limited to those who are able to use the steps. The bridge would not be suitable for pedestrians with pushchairs, wheelchairs or those who have difficulty in climbing steps who would need to use the diversion outlined above.
3. Ramped Bridge – There is potential scope to acquire land adjacent to the crossing, which is currently not being used. This would enable construction of a ramped structure. Sufficient screening is already in place to avoid any visual intrusion into nearby residential properties. A ramped bridge could also

accommodate the bridleway which is scheduled over Nature Reserve level crossing.

Nature Reserve Level Crossing

As this level crossing accommodates a public bridleway the options are more complex. There is currently no land in the immediate vicinity of the crossing which would enable the construction of a new bridle bridge. The current options available to us at this site are:

1. Stopping up of all rights over the level crossing – pedestrian users would be directed over a stepped bridge at Beeston to the north, or over Long Lane Level Crossing (if it were to remain open). Bridle and other pedestrian users would be diverted over Attenborough Public Highway Level Crossing, giving an approximate detour of 1.5 miles.
2. Stepped Footbridge – There is currently no land available for this type of bridge without acquiring part or all of at least one residential property. The nearest viable location for a stepped footbridge is at the site of Long Lane level crossing and a stepped bridge will only cater for some pedestrian users. Those with wheelchairs or pushchairs etc. would need to walk to the Nature Reserve via Attenborough Public Highway level crossing to the south, or Beeston Road Bridge to the north. New screening for a footbridge at Long Lane would need to be considered to prevent visual intrusion into nearby residential properties.
3. Ramped Bridle Bridge – There is currently no land available to accommodate the construction of a ramped bridge without acquiring residential properties. The central span of the bridge over the railway would need to take into account future railway electrification and would overlook several residential properties.
4. Ramped Bridle Bridge (in conjunction with the closure and diversion of Long Lane) This bridge would serve as a diversion route for both rights of way – as per option 3 outlined under Long Lane Level Crossing above. There is scope to provide additional footpaths and to upgrade existing paths within the Nature Reserve so as to improve walking, cycling and riding facilities. This could balance against the inconvenience of diverting users from Nature Reserve Level Crossing to the new bridle bridge.

Report of the Chief Executive

ADDITIONAL TEMPORARY HUMAN RESOURCES SUPPORT

1. Purpose of the report

To request the Committee to authorise an extension of temporary Human Resources (HR) support to the end of the financial year.

2. Background

Committee approved a new HR structure at the end of November 2016. The new structure is not yet fully in place as a recruitment exercise to one senior post is still to be completed. The section faces additional pressures during the month of January. Currently, temporary agency resources have been used to provide extra support.

It is proposed to extend the current arrangement until the end of March 2017.

3. Financial implications

The cost of the additional support will be £30.76 per hour for no more than 30 hours per week. The cost of this will be contained within the 2016/17 employee budget.

Recommendation

The Committee is asked to APPROVE the extension of temporary HR support until the end of March 2017.

Background papers

Nil

Report of the Director of Legal and Planning Services

WORK PROGRAMME1. Purpose of report

To consider items for inclusion in the Work Programme for future meetings.

2. Background

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

3. Work Programme

8 March 2017	Beeston Town Centre Wellbeing Strategy Living Wage Corporate Plan Performance Apprenticeship Levy
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3. Dates of future meetings

The following additional dates for future meetings have been agreed:

- 8 March 2017
- 4 July 2017

(All meetings to start at 7.00 pm)

Recommendation

The Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.

Background papers

Nil