



25 September 2017

Dear Sir/Madam

A meeting of the Policy and Performance Committee will be held on Tuesday, 3 October 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
M J Crow (Vice Chair)
S Easom
D A Elliott
J C Goold
A Harper

R I Jackson (Chair)
E Kerry
G Marshall
J W McGrath
P D Simpson

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 - 8

The Committee is asked to confirm as a correct record the minutes of the meeting held on 4 July 2017.

4. REFERENCES

- 4.1 Local Joint Consultative Committee
7 September 2017
GRIEVANCE POLICY

The Joint Committee considered the amendments to the Grievance Policy which is circulated with the agenda. The proposed amendments to the existing policy were intended to provide employees with clear guidance on how to submit grievances relating to their employment. Amendments to the policy include redefining the process at each stage, clarifying who may be able to hear the grievance and adjusting the grievance forms to include more details for future HR data reporting. It was noted that the policy expands the pool of officers available to hear grievances, this is to include senior and principle officers.

RECOMMENDED to the Policy and Performance Committee that the amendments to the Grievance Policy within the Conditions of Service for employees be approved.

- 4.2 Local Joint Consultative Committee
7 September 2017
BULLYING AND HARASSMENT POLICY

The Joint Committee considered amendments to the Bullying and Harassment Policy within the Conditions of Service. The proposed amendments to the existing policy, which is circulated with the agenda, were intended to provide employees with clear guidance on how to raise, and report, claims of bullying and harassment relating to their employment. It was noted that the option to undertake mediation had been included within the policy in order to provide extra support to victims of bullying at work. It was highlighted that mediation was not mandatory and would only be used should both parties agree. The Joint Committee requested that a statement be included within the policy to indicate that the refusal of undertaking mediation would not prejudice any on-going investigation.

RECOMMENDED to the Policy and Performance Committee that the amendments to the Bullying and Harassment Policy within the Conditions of Service for employees be approved.

- 4.3 Local Joint Consultative Committee
7 September 2017
PERSONAL RELATIONSHIP POLICY

The Joint Committee reviewed the Personal Relationships at Work Policy. The proposed Policy intended to provide employees guidance for any personal relationships at work including family relationships, romantic/sexual relationships and close friendships and how these should be declared. The proposed framework outlines the Council's expectations and provides guidance on the importance of transparency, perception and declaring potential conflicts of interest.

RECOMMENDED to the Policy and Performance Committee that the introduction of a Personal Relationships at Work Policy within the Conditions of Service for employees be approved.

4.4 Local Joint Consultative Committee
7 September 2017
STRESS MANAGEMENT POLICY

The Joint Committee reviewed the proposed amendments to the Stress Management Policy. It was noted that due to an increase in stress related sickness there had been a requirement to update the existing Stress Management Policy. The policy is in line with guidance from the Health and Safety Executive and preventative strategies had been listed and an emphasis placed on managers to undertake a stress risk assessment in order to identify areas of concern and create a plan of action to support the employee affected.

RECOMMENDED to the Policy and Performance Committee that the amendments to the Stress Management Policy within the Conditions of Service for employees be approved as a working document, subject to the amendments made by the Local Joint Consultative Committee and that the policy be reviewed within six months.

5. ICT STRATEGY PAGE 9

To seek approval for the new ICT Strategy through to 2021. A copy of the ICT Strategy is circulated separately with this agenda.

6. SHARED SERVICES ANNUAL REPORT PAGES 10 - 26

To inform members of current shared service arrangements and proposals for the future.

7. GOVERNANCE STRUCTURE FOR ATTENBOROUGH NATURE RESERVE PAGE 27

To ask the Committee to consider relinquishing its shareholding (20 shares at £1 each) in Nottinghamshire Wildlife Trust Trading Limited.

8. ANNUAL HEALTH AND SAFETY REPORT 2016/17 PAGES 28 - 41

To provide the Committee with an annual health and safety report featuring injuries sustained by Council employees and of near-misses and of progress made relating to several key areas of work conducted by the Health and Safety Section.

9. COMMERCIAL STRATEGY 2017 – 2020 PAGES 42 - 61

To invite the Committee to consider the Commercial Strategy and its Action Plan for 2017–2020.

10. REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE PAGES 62 - 72
- To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.
11. BUSINESS RATES ADDITIONAL DISCRETIONARY RATE RELIEF SCHEME 2017 PAGES 78 - 85
- To request approval to implement a proposed Business Rates Additional Discretionary Rate Relief Scheme 2017.
12. TRANSCASH PAYMENT SERVICE WITHDRAWAL PAGES 86 - 89
- To inform the Committee of the forthcoming withdrawal of the Transcash Payment Service.
13. PROTOCOL FOR HANDLING ANONYMOUS COMMUNICATIONS PAGES 90 - 94
- To ask for approval of a new protocol for the handling of anonymous communications.
14. REQUEST FOR FUNDING FROM NUTHALL PARISH COUNCIL PAGES 95 - 97
- To consider a request from Nuthall Parish Council for a grant of £1,820 to cover the cost of traffic management arrangements in connection with the Remembrance Day Parade.
15. BEESTON WEIR: WATER SAFETY PAGE 98
- To report on actions taken in response to water safety concerns at Beeston Weir.
16. FUTURE OF THE TOWN HALL, BEESTON PAGE 99
- To seek permission to consult with all relevant stakeholders, including the public, on the future of the Town Hall in Beeston.
17. HS2 GROWTH STRATEGY PAGES 100
- To inform the Committee of the HS2 Growth Strategy and to seek its endorsement.

18. INTERIM MANAGEMENT ARRANGEMENTS PAGES 101 - 102
To confirm the current interim management arrangements.
19. WORK PROGRAMME PAGE 103
To consider items for inclusion in the Work Programme for future meetings.
20. 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, 2 and 3 of Schedule 12A of the Act.
21. EXERCISE OF THE CHIEF EXECUTIVE'S URGENCY POWERS PAGES 104 - 105
22. POTENTIAL PURCHASE OF 35 SCARGILL WALK, EASTWOOD PAGE 106
23. SHARED MANAGEMENT SERVICE FOR REVENUES AND BENEFITS PAGES 107 - 153
24. HOUSING RESTRUCTURE PAGES 154 - 174

POLICY AND PERFORMANCE COMMITTEE

4 JULY 2017

Present: Councillor R I Jackson, Chair

Councillors: S J Carr
M J Crow
S Easom
J C Goold
D A Elliott
A Harper
E Kerry
G Marshall
J W McGrath
P D Simpson
M Radulovic MBE

1. DECLARATIONS OF INTEREST

Councillor R I Jackson declared a non-pecuniary interest in item 24 as he had recently acted as the agent for the Member of Parliament, minute number 23 refers.

2. MINUTES

The minutes of the meeting held on 8 March 2017 were confirmed and signed. Councillor S J Carr queried whether item 7 should be in the open section of the agenda and was informed that it was suitable due to transparency purposes.

3. REFERENCES

3.1 Local Joint Consultative Committee 15 June 2017 ALCOHOL AND DRUG MISUSE POLICY

The Joint Committee had considered amendments to the Alcohol and Drug Misuse Policy within the Conditions of Service. The proposed amendments were intended to introduce a more robust policy to ensure the Health and Safety of its employees and those affected by its activities.

RESOLVED that the revisions to the Alcohol and Drug Misuse Policy within the Conditions of Service for employees be approved.

3.2 Local Joint Consultative Committee
15 June 2017
COMPASSIONATE LEAVE SCHEME

Members considered the amendments to the Compassionate Leave Scheme within the Conditions of Service. It was noted that the Council had increased the number of days given from three to five days for the death of immediate family members.

The Committee requested that further clarification be included around discretion provided by Heads of Service over the granting of additional days.

RESOLVED that the revisions to the Compassionate Leave Scheme to extend the leave from three to five days within the Conditions of Service for employees be approved.

3.3 Local Joint Consultative Committee
15 June 2017
EVALUATION AND RE-EVALUATION OF POSTS

The Joint Committee had received an update on the policy and procedures for the evaluation and re-evaluation of posts. It was proposed that a scarcity rating be introduced to specialist posts within the Council that fail to be recruited for more than three times.

RESOLVED that the revisions to the evaluation and re-evaluation of posts within the Conditions of Service for employees be approved.

3.4 Local Joint Consultative Committee
15 June 2017
FLEXI-TIME SCHEME

Members considered the introduction of a new Flexi-Time Scheme within the conditions of service. The scheme proposed to remove core hours in order to provide greater flexibility for Council employees.

RESOLVED that the revisions to the Flexi-Time Scheme within the Conditions of Service for employees be approved.

3.5 Local Joint Consultative Committee
15 June 2017
PERSONAL USE OF SOCIAL MEDIA POLICY

The Joint Committee reviewed the proposed Personal Use of Social Media Policy. The purpose of the policy was to protect the reputation of the Council and the interests of its employees. The Joint Committee raised concerns over the potential for managerial staff to review the online presence of their staff. It was reported that managers should not be actively reviewing staff's online

presence and only investigating concerns when an issue is brought to their attention.

RESOLVED that the introduction of a Personal Use of Social Media Policy to the Conditions of Service for employees be approved.

3.6 Local Joint Consultative Committee
15 June 2017
SMOKE FREE SITE POLICY

Members had noted the proposed Smoke Free Site Policy. The Joint Committee had raised concern that more research was required into the use of e-cigarettes and vapes on Council sites. It was agreed that reference to e-cigarettes and vapes within the policy be removed until further research was undertaken. The Joint Committee requested that this issue be reviewed at a future meeting.

RESOLVED that the replacement of the Clean Air Environment Policy with the Smoke Free Site Policy to the Conditions of Service for employees be approved.

4. BUSINESS AND FINANCIAL PLANS OUTTURN 2016/17

Members noted the progress made in achieving the Corporate Plan priorities and with regard to the financial position for 2016/17. The following comments were amongst those made:

- The situation regarding funding reductions to local government was queried. It was responded that a meeting with the Secretary of State had been requested and the point had been made that certainty was required.
- Fluctuations between actual figures and revised estimates were described as technical explanations that reflected the previous period rather than signifiers of uncertainty. These would be resolved during the coming year.
- Hostel usage had been underutilised and it was anticipated that current usage would remain high, as this took advantage of empty accommodation.
- The levels of agency staff used for refuse collection were as such due to the necessity to provide cover for the service during periods of illness.
- The Government should be lobbied over the cost of administration for the benefits scheme.

5. ANNUAL REVIEW OF THE CORPORATE PLAN 2016-2020

The Committee considered whether any adjustment was required to the Corporate Plan priorities, objectives and targets in the light of the experience of the first year of implementation in 2016/17.

Members queried whether the new initiatives that had been undertaken to address domestic violence and anti-social behaviour were sustainable in the current financial climate. It was suggested that following presentations to the Community Safety Committee, by Women's Aid Integrated Services and the Neighbourhood Policing Inspector for South Nottinghamshire, members had a greater understanding of challenges in this area. The previous domestic violence post did not directly impact on those suffering. Broxtowe was one of the best performing out of the fifteen local areas, although this would not lead to complacency and the necessity to continue to achieve results on a restricted budget was stressed.

RESOLVED that the current Corporate Plan 2016-20 Priorities and Objectives be approved.

6. INTERIM HOUSING MANAGER

Since being appointed on 22 March 2017, the Interim Housing Manager has provided the necessary resource to progress a number of projects. To complete these projects an extension to the current contract was required. An extension for three months was proposed with the number of hours reduced from 37 to 33 hours per week.

RESOLVED that the extension of the contract for the Interim Housing Manager for a further three months be approved.

7. SCHEME OF DELEGATION – PROPERTY LETTINGS AT BEESTON SQUARE

The Council had purchased the leasehold interest in Beeston Square from Henry Boot in 2016 and inherited a range of leases already granted which were all within the range £10,000 to £100,000 per year.

The Council's Constitution delegates responsibility for annual lettings up to an amount not exceeding the rental currently set out in Financial Regulations to the Director of Housing, Leisure and Property Services in common with the Director of Legal and Planning Services. The amount currently specified in Financial Regulation 14.4 is £10,000. Above this figure all lettings would need to be approved by Committee. This was considered unwieldy in relation to The Square and could significantly delay the negotiation and letting process, to the financial detriment of the Council.

RECOMMENDED to Council that Financial Regulation 14.4 be amended to include: 'In respect of properties in Beeston Square only, lettings, negotiations and settlement of leases and rent for Council owned land or property where the annual rental exceeds £100,000 subject to an independent evaluation and having consulted with the Monitoring Officer and the Section 151 Officer shall be referred to the Policy and Performance Committee for approval.'

8. WORK PROGRAMME

Members requested further information on the strategy concerning town centres.

RESOLVED that the Work Programme be approved.

9. 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 involved the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Schedule 12A of the Act.

10. ESTABLISHMENT REVIEW – CORPORATE COMMUNICATIONS

RESOLVED that the changes to the establishment of the Corporate Communications team as set out in the report be approved.

11. REVIEW OF COUNCIL'S ADMINISTRATION FUNCTION

It was agreed that the report be amended to include post P56.

RESOLVED that the stage 1 changes proposed in appendix 2 of the report be approved and that the finalisation of the proposals be delegated to the Chief Executive, subject to the overall savings achieving the employee savings target for the administration review and subject to satisfactory Union consultations on job descriptions and re-evaluation of posts where necessary.

12. EMPLOYEE SAVINGS PROGRESS

RESOLVED that the de-risking of the Chief Environmental Health Officer (H69) and Senior Environmental Health Officer (H88) posts be approved.

13. ESTABLISHMENT REVIEW – CAPITAL WORKS TEAM/PROPERTY SERVICES DIVISION

RESOLVED that the changes to the Capital Works team and Property Services division summarised above and detailed in appendices 2 and 3 of the report be approved.

14. HOUSING RESTRUCTURE

A recorded vote was requested by Councillor S J Carr and seconded by Councillor M Radulovic MBE. The voting was as follows:

<u>For</u>	<u>Against</u>	<u>Abstention</u>
M J Crow	S J Carr	
S Easom	D A Elliott	
J Goold	G Marshall	
A Harper	J McGrath	
R I Jackson	M Radulovic MBE	
E Kerry		
P D Simpson		

RESOLVED that subject to detailed independent legal advice on the external investigation:

1. The hours of FTE posts of H99 (to 30 hours) H121 (to 32.5 hours) H128 (to 30 Hours) H126 (to 30 hours) be permanently reduced.
2. The posts H314a, H125b, H94b, H112, T183, T182, T163, T194, T199, H111 & H320 be deleted.
3. The working hours of H62 be extended from 18.5 to 37 hours per week.
4. The roles of H39 and H13 be redefined.
5. Implementation of Post H142 be delegated to the Director of Housing, Leisure and Property in consultation with the General Management Team subject to the relevant outcomes of the External Investigator's report.
6. The new posts of Financial Inclusion, Tenancy Sustainment, Lettings Assistant, Research and Housing IT Systems Officers be approved.
7. The implementation of the proposals subject to job evaluation and achieving the stated savings be delegated to the Director of Housing, Leisure and Property Services in consultation with the General Management Team.

15. ESTABLISHMENT REVIEW – FINANCE SERVICES

RESOLVED that, with effect from 1 October 2017, the establishment changes to the Accountancy section within the Finance Services division as set out in the report be approved.

16. COUNCIL OFFICES IN BEESTON

RESOLVED to establish a project team to consolidate Council offices in Beeston on the Council offices site, releasing the Town Hall for redevelopment, with progress being overseen by the Committee.

17. INFORMATION/GOVERNANCE OFFICER

RESOLVED that, with effect from 1 September 2017:

1. The post of Information Governance Officer be established, reporting to the Chief Information Officer.
2. The budget for the post of Procurement and Technical Officer be transferred to the Legal and Planning Services Directorate.
3. The Chief Information Officer be designated as the Council's Data Protection Officer.

18. BEESTON SQUARE UPDATE

RESOLVED that:

1. A supplementary capital estimate of £15,000 in 2017/18 for works to enable interim uses of the former Beeston bus station funded from 2017/18 capital contingencies be approved.
2. A supplementary revenue estimate of £50,000 in 2017/18 for additional project management support costs for Beeston Square funded from General Fund reserves be approved.
3. The consultants' report be noted and officers be instructed to conduct further consideration of the financial viability and legal implications of options 7A and 7B outlined in appendix 2 of the report, including consideration of mitigation of risk.

19. NEIGHBORHOODS AND PROSPERITY – FEE INCREASE PROPOSALS

RESOLVED that:

1. The changes to the establishment and associated budgets be delegated to the Director of Legal and Planning Services in conjunction with the Chief Executive subject to the job evaluation process maintaining posts within the overall budget.
2. The posts of Town Centre Manager and Town Centre Officer are de-risked.

20. APPLICATION FOR VOLUNTARY REDUNDANCY

RESOLVED that the application for voluntary redundancy from the Anti-Social Behaviour Co-ordinator (L3) be approved.

21. COMPLAINTS FUNCTION

RESOLVED that the changes to the establishment of the Democratic Services team as set out in the report be approved.

22. REBALANCING OF ENVIRONMENT BUDGETS

RESOLVED that:

1. The rebalancing of the salary and agency budgets within the frontline refuse, street cleansing and grounds maintenance services be approved.
2. The deletion from the establishment of vacant posts be approved.
3. The creation of a new permanent 35hrs a week Technical Assistant post be approved.
4. The permanent transferring of post T230 to a Medical and Bin Delivery Drive be approved.

23. MP ACCOMMODATION

RESOLVED that the principle of co-locating the MP in the Council offices at a market rent to be agreed, be approved, and the agreement of the detailed terms be delegated to the Chief Executive.

(Councillor R I Jackson left the meeting before discussion or voting thereon, Councillor M J Crow took the Chair in his absence.)

Report of the Interim Strategic Director

ICT STRATEGY1. Purpose of report

To seek approval for the new ICT Strategy through to 2021 in accordance with the Council's values of continuous improvement and value for money.

2. Background

The Strategy has been developed in consultation with employees, managers, members and the wider ICT shared service partnership established in July 2011 between Broxtowe Borough Council, Newark and Sherwood District Council and Rushcliffe Borough Council. A copy of the Strategy is circulated separately with this agenda.

This is the first common strategy for ICT service delivery across all three partner organisations. Other than branding, and some small variances to address alignment with differing corporate plans/strategies and naming conventions for senior management teams and roles, the Strategy is identical. While the Strategy contains broad strategic objectives along with the rationale behind those objectives, including the benefits and deliverables that will be achieved, it does not set out to provide a strict formula or action plan dictating the approach, but this is a scene setter.

A technical delivery plan has also been produced to support the Strategy and give the necessary detailed technical information required by ICT employees to inform their on-going work programmes. While the technical delivery plan has not been included in this report it is available in the Members' Room for consideration.

3. Details

The Strategy provides five ICT themes to support the strategic objectives namely:

- Enabling efficiency
- Responding flexibly and with agility to customer needs
- Increase our ability to work in effective partnerships
- Modern architecture supporting efficient and agile working culture
- Robust arrangements for business continuity, information management and governance and security.

Each theme is presented in terms of its impact, its benefits and its deliverables in relation to ICT service delivery.

4. Financial implications

The Council has recognised the importance of and the benefits derived from ICT and, as a result, it has invested year on year into the ICT infrastructure. The likely levels of additional investment required for the period to March 2021 have still to be agreed and this forms part of the annual budget process.

Recommendation

The Committee is asked to RESOLVE that the ICT Strategy be approved with effect from 3 October 2017.

Background papers

Nil

SHARED SERVICES ANNUAL REPORT

1. Purpose of report

To inform members of current shared service arrangements and proposals for the future.

2. Detail

Attached at appendix 1 is the Council's Shared Service Policy. In this document the Council's current shared service arrangements are categorised and a scanning exercise has highlighted proposals for future development. The policy has been updated to highlight the cessation of the Shared Monitoring Officer and legal service and to include a specific requirement in 4.1 of appendix 1 for appropriate leadership to be in place for each shared service activity.

An assessment of current arrangements has been conducted against the requirements of the policy by the shared services internal board and any areas identified for improvement have been highlighted in appendix 2. In other respects the services are policy compliant. An internal audit of shared service arrangements has also been conducted. This produced a clearance report with a conclusion that "Internal audit considered that controls within the system provide substantial assurance that risks material to the achievement of the system's objectives are adequately managed."

3. Financial implications

Appendix 3 contains a high level summary of the financial contribution shared services makes to the Council's budget. As indicated in the table under 6.1 of appendix 1, at Category A, it is recommended that the Council appoints a full time Procurement and Contract Monitoring Officer to be located within the Finance section under the Chief Audit and Control Officer. Previously this function was combined with data protection duties. When the officer concerned left the authority the duties were disaggregated and the Policy and Performance Committee on 4 July 2017 approved the appointment of an Information Governance Officer with the intention that the remaining budget be transferred to the Legal department. It is still proposed that this budget be transferred to Legal in relation to which proposals will come forward in due course. It is expected that the cost of the post (subject to job evaluation) will be grade 12 £36,000 plus on-costs. Union comments will be provided at the meeting.

Recommendation

Committee is asked to:

- 1. RESOLVE that the Shared Services Policy in appendix 1, including the future direction for developing shared service arrangements set out in the table under 6.1, be approved.**
- 2. NOTE the progress on improvement activity and future planned improvement action in appendix 2.**
- 3. RESOLVE that the appointment of a full time Procurement and Contract Monitoring Officer to discharge the duties set out in the job description be approved, subject to job evaluation.**

Background papers

Nil

BROXTOWE BOROUGH COUNCIL'S SHARED SERVICES STRATEGY**1. Definition: What is a 'shared service'?**

Shared service provision can take many different forms. It is closely linked to partnership and collaboration. The categorization used by Department for Communities and Local Government for shared service arrangements is set out in technical notes to the publication 'Structures for collaboration and shared services'. It is recognised not to be an exhaustive list but it is the best currently available and will be used as a categorization framework by Broxtowe.

CATEGORY	DESCRIPTION
A	Centralisation and standardisation within a single local authority e.g. shared personnel and HR activities
B	Collaboration between authorities on strategic approaches
C	Collaboration between bodies for: <ul style="list-style-type: none"> o the better delivery of services e.g. sharing of expertise or cost reduction o improved procurement including joint commissioning o collaborative procurement including joint commissioning
D	Franchise approaches: <ul style="list-style-type: none"> o local authorities providing direct support to another o one local authority providing methodologies to others
E	Joint service delivery between authorities
F	Joint service delivery between different types of public body
G	Commercial trading through exploitation of assets, skills or location to provide new income for the benefit of the initiating authority or authorities to offset cost of services
H	Commercial partnership/trading with a private sector partner

2. What current shared service arrangements does Broxtowe Borough Council have in place?

Current shared service arrangements in Broxtowe are listed below:

Category A: Internal Centralisation and standardisation

Broxtowe's HR, finance, design and print, communications and ICT services fall within this category as they are all centralised. Increasingly, first line customer contact and administration has been standardised and centralised through the customer first programme and administration restructuring recently approved. Although in theory this still has some scope for extension, in practice the need for retention of some administrative

capacity within sections across a range of functions has made it difficult to release more resource into the contact centre unless wider restructuring occurs.

Category B: Collaboration between authorities on strategic approaches

- Nottingham City Council, Nottinghamshire County Council, Derbyshire County Council, Erewash Borough Council. Ashfield District Council, Gedling Borough Council, Rushcliffe Borough Council and Broxtowe Borough Council partly fund the employment of two individuals who report to the Joint Planning Advisory Board (which Broxtowe chairs) to manage the development of Aligned Core Strategies for the Councils, joint commissioning of the evidence base and influencing of strategic transport issues which operate across the wider Greater Nottingham area. (This partnership also has elements of category C, D and E within its arrangements but is essentially a category B arrangement.)
- The HS2 project has led to the creation of a new HS2 Strategic Programme Board, which Broxtowe is represented on; and an HS2 Hub Station Delivery Board, which Broxtowe also chairs.
- The Nottinghamshire Economic Prosperity Committee, on which the Leader of the Council represents Broxtowe, is an important body which co-ordinates and prioritises plans for economic growth and infrastructure requirements across Nottinghamshire.
- All the partners within the statutory South Nottinghamshire Community Safety Partnership (including Broxtowe) work to produce a common strategic assessment, strategy and action plan for crime and disorder reduction across South Nottinghamshire. (This partnership also has elements of category C, D and E within its arrangements.)
- The Council works with Gedling and Rushcliffe Councils to produce a Joint Homelessness Strategy covering the three areas.
- Notts Waste Partnership consists of a collaboration of appointed councillors responsible for waste collection in Nottinghamshire. Joint working on waste collection has been actively discussed.
- Broxtowe works within the Broxtowe Local Strategic Partnership and its task groups to develop and agree a Broxtowe Sustainable Community Strategy. It also jointly commissions a range of projects to pursue the Strategy and holds the financial resources dedicated to pursuing objectives which are sometimes received from partners such as the CCGs and the County Council.

Category C: Collaboration between bodies for better service delivery, cost reduction or joint procurement

- The Council jointly procures refuse vehicles, vans, wheels and driver training in partnership with all the other Nottinghamshire districts.
- The Council is a partner of East Midlands Lawshare which has jointly procured specialist legal advice through a framework agreement which Broxtowe can draw on when required.
- Election stationery has been procured across a partnership of 8 authorities in Nottinghamshire
- The use of the Covalent performance management software system with Notts County Council and other Notts districts enabled economies of scale and procurement of the system at a cheaper price.
- Broxtowe leads a partnership between Gedling, Rushcliffe and Broxtowe to deliver choice based lettings.

- Broxtowe has partnered with Newark and Sherwood and Ashfield District Councils on CCTV monitoring enabled through wireless technology. This has opened the door to jointly commissioning maintenance and procurement of CCTV-related equipment. Newark and Sherwood and Broxtowe are working together through a shared CCTV manager.

Category D: One LA providing a service for another

- The City Council delivers a clinical waste collection service for Broxtowe's residents.
- Broxtowe sells internal audit services to Erewash Borough Council. This particularly involves selling management capacity.
- Broxtowe provides senior property management and valuation services for Ashfield District Council
- Erewash provides a managed service for Broxtowe's Revenues and Benefits services.
- Erewash Borough Council provides building control services for Broxtowe.
- Broxtowe provides an ICT training service for Newark and Sherwood District Council and Rushcliffe Borough Council on an occasional basis.
- Ashfield District Council provides Broxtowe with an NNDR service
- Broxtowe has a contractual relationship with the County Council to deliver a grass verge cutting service in our area.
- Broxtowe has a partnership relationship with Greene King regarding car parking at the Sun Inn car park.

Category E: Joint service delivery between different authorities

- Erewash Borough Council and Broxtowe Borough Council jointly run Bramcote Crematorium and a burials service for the benefit of residents in both Boroughs.
- Broxtowe, Newark and Sherwood District Council and Rushcliffe Borough Council work together under a shared Chief Information Officer which includes jointly managed ICT functions, information governance and joint commissioning of hardware and software.
- There is a joint partnership on street parking with the County Council. This covers enforcement across Nottinghamshire, employment of bailiffs and a central processing unit. Under the partnership Broxtowe manages off-street car parking across Rushcliffe including procurement of consumables.

Category F: Joint service delivery between different types of public body

- The police co-location at Beeston falls into this category, but stops short of full blown integrated joint service delivery.
- Social enterprise collaborations include a furniture recycling partnership through the housing section with Hope.
- Broxtowe provides the County Council with services to County Council customers through our customer service centre.
- The Council collaborates with the CAB, which is located within the Council offices in Beeston
- Broxtowe provides occasional support to Parish councils on legal, ICT, HR, and health and safety issues, and has provided direct debit support for Greasley sports centre.

Category G: Commercial Trading

- Broxtowe delivers a trade waste recycling service to build on its existing trade waste service. This competes with private sector providers.
- Broxtowe's leisure centres compete against private sector providers through the Teckal Company Liberty Leisure Ltd
- The recent acquisition of the interest in Beeston Town Centre has developed the Council's commercial property interests from which it derives income

Category H: Commercial trading with private sector partner

- Broxtowe helps private sector owners to rent property in the interests of people who need somewhere to live.

3. Broxtowe Borough Council's approach to shared service arrangements

- 3.1. Broxtowe Borough Council will adopt a default position in favour of joint procurement as far as significant procurement is concerned. This means that whenever procurement of a significant item, goods or services are concerned, officers should first look to achieve economies of scale by working jointly with other public sector providers to achieve the most cost effective result. Whilst it may not always be possible to achieve this because of service delivery issues, timing or unwillingness of others to partner, it should always be investigated and an explanation given as to why this approach cannot be pursued if it is not followed.
- 3.2. Broxtowe Borough Council will actively seek to progress shared service arrangements as part of its approach to achieving cost effectiveness and excellence in service delivery where:
 - There is a clear business case to support the proposed activity
 - There are identifiable financial and/ or service delivery benefits underpinning the arrangements
 - The arrangement demonstrably benefits either directly or indirectly, residents of the Borough
 - Other potential models of service delivery, such as outsourcing, or continuing in-house provision have also been given due consideration and the shared service method preferred is demonstrated to be superior.
- 3.3. Broxtowe will seek to ensure that the efforts put in to pursuing shared service arrangements are proportionate to the outcomes to be expected to be derived. This means that costly, bureaucratic and time consuming officer effort to achieve little quantifiable result will be avoided.

4. Requirements for Broxtowe Borough Council's shared service arrangements

- 4.1. All shared service arrangements in which Broxtowe is involved should meet the following requirements:
 - Where required within the Council's constitutional and financial framework, arrangements should be approved by the relevant Committee.

- The arrangement must be in writing.
- The financial arrangements must be transparently accounted for and subject to audit.
- There are appropriate leadership arrangement clearly in place
- There must be clear governance arrangements setting out responsibilities and accountabilities
- There must be clear information governance arrangements in place.
- The arrangements must be subject to democratic scrutiny on a regular basis.
- The arrangements should comply with legal and insurance requirements including EU procurement rules.
- Provision, where appropriate, should be made for termination, business continuity and risk management.
- Each shared services should identify and mitigate business risks and report any significant risks to the strategic risk management group
- The arrangements should be annually reviewed to ensure that the anticipated benefits are still being delivered and the business case for the shared service remains sound.

5. Governance arrangements

5.1. The Chief Executive will chair an internal working group to oversee compliance with this strategy and move the Council's approach to shared services forward. Political accountability will rest with the Policy and Performance Committee Chair, reporting to Committee in accordance with the Committee work programme.

5.2. The terms of reference of the internal officer working group will be:

- To keep the shared service strategy up to date.
- To ensure that the requirements for Broxtowe's shared service arrangements outlined in paragraph 4 above are complied with.
- To review the business case for new shared service arrangements.
- To ensure financial savings from shared services are accounted for.
- To prepare information updates to Committees as required.
- To identify and share good practice between the Council's shared service initiatives.
- Identify and fulfill training needs.
- To encourage new shared service arrangements subject to the requirements of this strategy.

5.3. The membership of the shared service internal working group shall be:

Chief Executive (Chair)
Head of Finance
Shared CIO
Legal Representative
Head of Property Services
Procurement Officer
Head of Neighbourhoods and Prosperity
Commercial Manager
Shared Revenues and Benefits Manager

6. Potential for growth in shared service arrangements and future action

6.1. Using the categorisation framework, a scanning exercise of opportunities for future growth in shared service arrangements is set out below. This will guide efforts to pursue shared services initiatives in the short to medium term.

CATEGORY	DESCRIPTION
A	<p>There is scope to capitalize on the opportunities of hybrid mail and to conduct planning consultations through the planning portal. Both these initiatives will save money.</p> <p>It is recommended that a full time Procurement Officer be appointed to ensure a fully comprehensive approach to procurement and commissioning across the general fund and HRA areas and explore partnership opportunities to achieve the most efficient financial outcomes for the council</p>
B	<p>The JPAB and HS2 Delivery board structures streamline governance by ensuring meetings where appropriate are held consecutively on the same day.</p> <p>Opportunities for more joint working on community safety issues are continuously explored. Most recently an additional officer to support community mental health needs within S Notts has been jointly funded by the three authorities and the County Council</p> <p>Discussions are being held in Notts and Derbyshire regarding the potential for rationalizing depot accommodation</p>
C	<p>The Head of the Waste and Recycling service continually looks for opportunities to collaborate across the County. These discussions progress through the Notts Waste Partnership.</p> <p>A project team has been formed to enable further integration of revenues and benefits with Erewash to be explored and evaluated.</p>
D	<p>The Payroll Manager is actively looking for opportunities to provide a payroll service for other local authorities or companies.</p> <p>The development of neighbourhood plans provides a need to support Parishes in relation to local planning matters. This work is supported by government grant.</p>
E	<p>There may be synergies with Erewash District Council as far as grounds maintenance services are concerned. We are in dialogue with Erewash about this possibility.</p>

CATEGORY	DESCRIPTION
F	<p>The New Ways of Working project will enable a fresh opportunity to create a new joint vision for customer service across County, DWP, Borough, Police and CAB. This will lead to better service integration and improved quality of service for customers.</p>
G	<p>The authority is exploring the setting up of wholly owned companies to achieve further benefits from services which fall within this category most immediately for leisure, but also possibly for the Burials and Crematorium service (with Erewash) and a house building company.</p> <p>With regard to waste management, trade waste continually needs to be reviewed to ensure it is commercially competitive. There is potential to develop this area of commercial trading (for example provision of street cleaning or grounds maintenance services for private businesses). There is further potential to explore acquiring and renting commercial property to gain an income. These opportunities are to be explored further in a new commercial Strategy</p>
H	<p>The potential to develop a private lettings agency could be explored in future.</p>

National Non Domestic Rates (NNDR)

	Policy Requirement	Position	Action since last annual report	Required Improvement identified
1	There are clear governance arrangements between the sharing partners	A Service Level Agreement (SLA) is in place. Quarterly meetings take place at which performance is discussed. Performance for NNDR collection is included in monitoring reports to relevant Broxtowe Committee. Write offs outside delegated powers are processed through relevant Broxtowe Committee.	Project manager employed to further Revs and Bens integration with Erewash BC integration	<p>Progress project regarding greater integration between revs and bens with Erewash BC and as part of this explore whether there is a business case to include NNDR service as part of this service delivery</p> <p>Outline performance requirements in more detail in any future written agreement.</p> <p>Commercial strategy to include reference to increasing business rates to produce an economic benefit to Broxtowe.</p>
2	Agreements are in place for information governance and performance management	Appendix 1 to SLA sets out specific functions to be provided. Appendix 1 section 8 includes some limited monitoring and control requirements.		<p>More detailed requirements to be covered in a future written agreement with the service provider</p> <p>These items to be explored following outcome of project board work to further integration on Revenues and Benefits with Erewash BC</p>

Car Parking Management				
	Policy Requirement	Position	Actioned since last annual report	Further improvement required
1	The arrangement is set out in writing between the parties and includes provision for exit, termination, and business continuity	<p>Various agreements in place. Cover exist and termination</p> <p>Our data is processed via the Central Processing Unit (CPU) service – via a county server. We can access it from everywhere.</p>	<p>Check business continuity arrangements are in place at CPU and the processing of data is covered by an information governance regime</p> <p>COMPLETED-ARRANGEMENTS SATISFACTORY</p>	None required
2	The financial gains are quantifiable and auditable	<p>Broxtowe receives 40k income from County and 20k from Rushcliffe annually.</p> <p>All of staff costs paid for by partners</p> <p>Further economies of scale has resulted in more cost savings– e.g. on purchase of tickets – Broxtowe now has sponsorship - now only costs £300 instead of £3k a year. We also share maintenance of machines, producing a further benefit.</p> <p>Central processing unit covers numerous authorities so the unit rate for processing is significantly lower now than it has been.</p>	<p>Financial benefits exceed those originally identified.</p> <p>Re-evaluate lead officer's Job role to ensure fair remuneration level commensurate with responsibility</p> <p>COMPLETED</p>	None required

	Policy Requirement	Position	Actioned since last annual report	Further improvement required
3	There are clear governance arrangements between the sharing partners	Off street: There is a managerial board which meets three or four times a year. Contains reps from each constituent authority and contractor. Health and safety and performance is discussed. Arrangement with Rushcliffe: lead officer meets once every couple of months with Rushcliffe officer. A more formal meeting occurs two or three times a year - which is finance led. Reports are produced and we feed Rushcliffe with data	Do an annual report to Environment and Community Safety Committee setting out activities during the year, performance information, and the financial benefits of the arrangement. January 2017 COMPLETED	Annual report Jan 2018
4	Agreements are in place for information governance and performance management	Our own information governance arrangements covers data and action within our own control. Areas outside our direct control include CPU and employees contracted via NSL. Arrangement with employees contracted via NSL is complex.	Check via a Letter to CPU information governance is in place and business continuity arrangements (see above) Check indemnity arrangement is in place regarding NSL employees acting on functions we are responsible for on behalf of Rushcliffe COMPLETED	None required
5	There is provision for "scrutiny/challenge"	Managerial challenge/scrutiny is in place. Member scrutiny/challenge would be enhanced via the annual report	Annual report to Environment and Community safety Committee Jan 2017	Annual report Jan 2018

	Policy Requirement	Position	Actioned since last annual report	Further improvement required
		suggested	COMPLETED	
6	The arrangement is compliant with legal, insurance and procurement requirements	As far as Broxtowe's own service is concerned we are covered. Need to check regarding service we provide for Rushcliffe	Check cover with insurance section COMPLETED-COVERED	None required

SHARED MONITORING OFFICER

	Policy Requirement	Position	Actioned since last annual report	Further Improvement required
1	There are clear governance arrangements between the sharing partners	It is intended to institute regular meetings between Rushcliffe and Broxtowe's Chief Executives (a 'steering group') to oversee implementation of a joint project plan and agree objectives.	Draft TOR for Chief Exec steering group COMPLETED Set up a regular timetable of meetings Put the project plan to the steering group COMPLETED Submit the MO post to re-evaluation. COMPLETED	This shared service arrangement has now ceased. MO post to revert to previous JE position
2	Agreements are in place for information governance and performance management	An aligned information management system is in place at both Broxtowe and Rushcliffe so compliance with this meets requirements.	Agree a performance management system in the steering group and a system for reporting identifiable benefits- align with the way we report on ICT. SHARED SERVICE ARRANGEMENT SUSPENDED	This shared service arrangement has now ceased.

3	There is provision for "scrutiny/challenge"	Managerial challenge and scrutiny is in the process of being discussed. Member scrutiny needs developing	Discuss and agree with Rushcliffe in the steering group the form and nature of democratic oversight of the arrangement SHARED SERVICE ARRANGEMENT SUSPENDED	This shared service arrangement has now ceased.
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Building Control				
	Policy Requirement	Position	Action since last Annual report	Further Improvement
1	There are clear governance arrangements between the sharing partners	The function is entirely managed through Erewash BC. However we could improve our oversight by implementing a more regular formal dialogue about the effectiveness of arrangements.	Arrange regular dialogue with Erewash to discuss performance and other relevant issues COMPLETED- NOW IN PLACE	None required
2	Agreements are in place for information governance and performance management	The function is managed through Erewash BC so we are dependent to a large extent on their arrangements. However we should demonstrate	Make sure there are KPIs and/or MPIs in one of our Business Growth Business plan relating to building control Check Erewash have appropriate information governance arrangements in place COMPLETED- IN PLACE AND TO BE INCLUDED IN ANNUAL REPORT	None Required
3	There is provision for "scrutiny/challenge"	Officer accountability will be managed	ANNUAL REPORT TO BE	2 November 2017 Annual

		through the regular discussions between SS and SB at Erewash Member performance scrutiny will take place through our normal business plan reporting arrangements	PRESENTED TO PLANNING/JOBS AND ECONOMY COMMITTEE	report
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CCTV				
	Policy Requirement	Position	Action since last Annual report	Further improvement
1	The arrangement was approved by Cabinet	Yes October 2012	Annual report to new Community Safety and Environment Committee keeping members updated on location of cameras, performance and financial information Jan 2017 COMPLETED	None required
2	The arrangement is set out in writing between the parties and includes provision for exit, termination, and business continuity	Yes. However an updated version is being prepared in the light of changes since original agreement	New agreement being circulated to be signed by NSDC, ADC and Gedling as well as ourselves. OUTSTANDING	Draft agreement not yet signed as awaiting relocation of equipment from Kelham Hall to Mansfield following Newark and Sherwood's office move.
3	There are clear governance arrangements between the sharing partners	Steering group comprises reps of all authorities involved. Monthly meeting. Discusses performance, faults and contracts, hours of cover, trained staff in place	Ensure management performance indicators are included in Community Safety Business Plan OUTSTANDING	Contained in draft agreement awaiting signature

Policy and Performance Committee

3 October 2017

4	Agreements are in place for information governance and performance management	Set out in the CCTV policy	Update the Policy and bring before Environment and Community Safety Committee for approval OUTSTANDING Jan 2017 Ensure Indemnity provision is within the policy COMPLETED-SATISFACTORY	Following changes to monitoring arrangements, resources will be released to be redirected to increase admin capacity to enable senior officer to present new Policy to Committee
5	There is provision for "scrutiny/challenge"	See management arrangements set out above	Improve democratic scrutiny by preparation of annual report to Environment and Community Safety committee Jan 2017 COMPLETED	Annual report January 2018
6	The arrangement is compliant with legal, insurance and procurement requirements	Broxtowe leads on procurement issues	Check insurance cover is up to date. COMPLETED- IN PLACE	No further improvement required

APPENDIX 3

Financial Benefits of Shared services

In each case listed below, Cabinet considered the business case before approving each arrangement. This case included consideration of any associated redundancy costs and pension strain incurred and, in all cases, there was a strong financial case for proceeding with each proposal.

The table below provides a snapshot of the annual benefit the Council receives from continuing with the current arrangements. On-costs are not included in the cost avoided column. Also not included in the chart is the annual revenue received through the Bramcote Bereavement Services Joint Committee.

Service	Income received annually towards staffing costs	Cost avoided () or additional cost generated annually	Typical annual additional and future planned annual financial benefits
Property management	£40,000		The income from Ashfield was increased by £5,000 in 17/18 compared with the previous year
Car Parking Management	£40,000 (NCC) £20,000 (RBC)	£20,000 Additional car parking assistant	£2,700 ticket printing
Building Control		£113,400 (baseline fig as at 16/17 recurring)- since 16/17 All staff employed by Erewash BC, who also keep fee income	
ICT		(£29,285) Three authorities contribute to cost of CIO post. This saving represents the difference of what we currently pay with the cost of previously employing the officer	£101,581 (17/18 to July) in cashable and non-cashable savings Total 5 year £802,397
Revenues and Benefits		(£104,273) This figure is the difference between the cost of previously employing four posts, which were all deleted, and what we currently contribute in an annual fee for the service. The figure has increased by £9,800 p.a. due to the	Initial plans show it may be possible to achieve savings of over £100,000 a year should the integration proposals be fully implemented. These would be phased in over five years

Service	Income received annually towards staffing costs	Cost avoided () or additional cost generated annually	Typical annual additional and future planned annual financial benefits
		voluntary redundancy of an individual within the team in 2017/18 who will not be replaced	
CCTV		£45,100. This was the annual saving identified in the 2012 report from sharing a manager's post, reduction in maintenance and other costs associated with consolidation of CCTV equipment on a single site	A further financial saving representing 25% of the CCTV monitoring costs has been achieved but is to be re-invested in increasing admin capacity to support the service to ensure the service has a fit for purpose policy and appropriate monitoring arrangements.
NNDR		(£2,000) This is the difference between the cost of employing one officer back in 2006 (£25,000) when the arrangement started and the fee paid by Broxtowe to Ashfield for the service (£23,000)	
Totals	£100,000	£314,058	£209,281
Grand Total	£623,339		

Report of the Chief Executive

GOVERNANCE STRUCTURE FOR ATTENBOROUGH NATURE RESERVE1. Purpose of report

To ask the Committee to consider relinquishing its shareholding (20 shares at £1 each) in Nottinghamshire Wildlife Trust Trading Limited, which operates the current governance structure for Attenborough Nature Reserve. Current Directors of the company on behalf of the Council, which is a subsidiary of Nottinghamshire Wildlife Trust Ltd, are Councillors R I Jackson and J S Briggs.

2. Detail

The trading company has limited involvement with the strategic direction of the nature reserve, being solely concerned with the commercial activities of the Trust at its two key centres at Attenborough and the Idle Valley. The main focus of activity is expanding retail sales, exploiting a presence on the internet and the efficient and profitable organisation of catering facilities. The company plays no direct part in the conservation activity on the reserve or the delivery of the environmental education programmes that are an important feature of the Trust's work at Attenborough and within the Borough. The Trust has proposed a more meaningful form of influence and engagement for the Council as set out in the next paragraph.

3. Proposal

That the Trust works together with the elected representatives and staff of Broxtowe Borough Council, to create a proactive forum whose objective will be to promote the safeguarding and sustainable development of the Attenborough Nature Reserve and visitor centre for the long term benefit of the residents of Broxtowe.

Meeting on approximately a six monthly basis, or more often if circumstances should demand, all facets of the nature reserve's development would be open to discussion and consideration, including, but not limited to:

- Maintenance of the reserve as a key national, regional and local wildlife asset
- Working together to develop access to the reserve in the interests of public understanding and appreciation of the needs of the environment and wildlife
- Encouraging and promoting the use of the reserve as a centre for the promotion of public health and wellbeing
- Jointly building on the Visitor Centre and reserve's position as an important local and regional educational asset
- Developing joint strategies to build on the visitor centre and reserve's status as an important regional and sustainable eco-tourist destination.

Recommendation

The Committee is asked to RESOLVE to divest itself of the Council's 20% shareholding in Nottinghamshire Wildlife Trust Trading Limited in favour of participation in a forum with a suggested remit set out in paragraph 3 of the report.

Background papers

Nil

Report of the Chief Executive

ANNUAL HEALTH AND SAFETY REPORT 2016/171. Purpose of report

To provide the Committee with an annual health and safety report featuring injuries sustained by Council employees and of near-misses and of progress made relating to several key areas of work conducted by the Health and Safety Section. This is in accordance with the Council's duty to ensure, as far as is reasonably practicable, the health, safety and welfare at work of all employees.

2. Background

The Health and Safety Section has a planned work programme that is driven by either statutory requirements and/or a requirement to develop best practice. The Section also has responsibilities for responding to unplanned events which may relate to accident, emergencies and assistance required from any Section within the Council or Parish Councils etc.

3. Detail

This report considers:

- Accident Report
- Fire Safety
- Health and safety Audit
- Training
- Lone Worker Devices
- Evacuation Chair Maintenance
- Visitors' Badges
- Health Promotion
- Councillors' Health and Safety
- Liberty Leisure
- Vibration testing
- Aggression at Work Form
- Environment Safety Advisory Group

Further details are given in the appendix.

4. Financial implications

Costs are contained within existing budgets unless otherwise stated.

Recommendation

The Committee is asked to NOTE the report.

Background papers

Nil

APPENDIX

1. **Accident Report****Statistical Analysis**

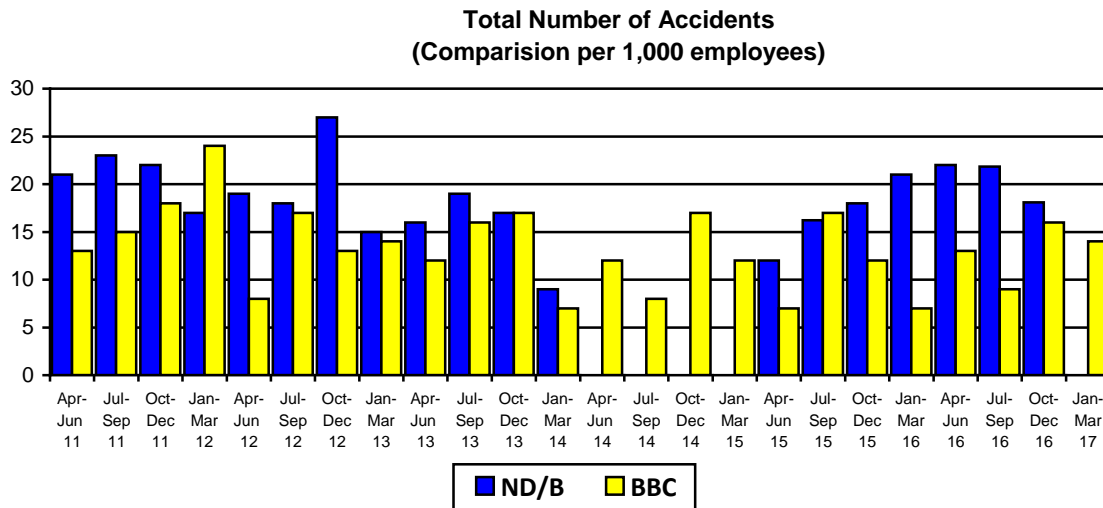
The accident data below is for the calendar year (January – December) up to 2006. From 2006/07 the data is produced for the financial year. Therefore, this report will be for those that occurred from 01 April 2016 to 31 March 2017. The reason for the large reduction in accidents between 2015/16 – 2016/17 is due to the absences of leisure accidents (8) from the creation of Liberty Leisure in October 2016, these feature in a separate report.

Year	Reportable Accidents		Near-Miss
	Actual Number of Accidents	Actual No. of Reportables	
2000	93	14	
2001	108	19	
2002	111	15	
2003	108	14	
2004	102	14	
2005	90	14	
2006/7	83	13	
2007/8	78	14	1
2008/9	77	13	7
2009/10	74	12	7
2010/11	73	11	0
2011/12	61	8	4
2012/13	53	7	2
2013/14	50	7	1
2014/15	46	6	0
2015/16	43	8	2
2016/17	33	5	4

An analysis of the causation of accidents is attached below.

2. **Total number of accidents**

The following graph shows the total number of accidents per three-months between Districts and Boroughs within the East Midlands region and the Council (BBC) until 2014. From April 2015 a comparison is now made from data provided by Nottinghamshire Districts and Boroughs (Notts D/B). Due to the method of collecting data throughout the county, the figures displayed will be a minimum of three-months behind those available for the Council.



Total accident categories

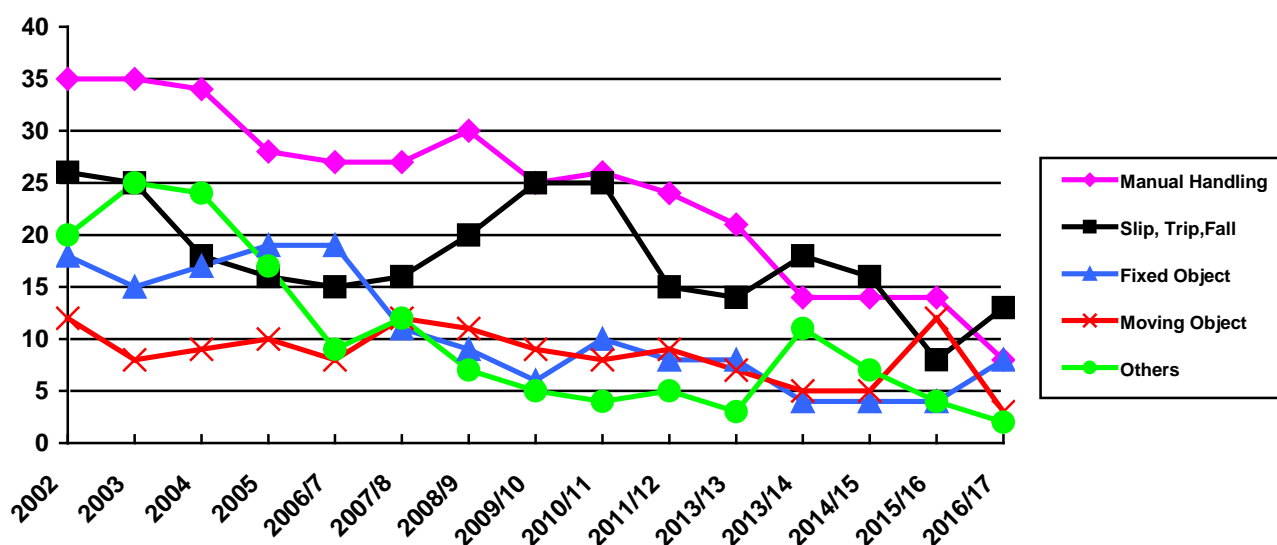
The graph below identifies the categories for the total number of accidents most commonly recorded during 2016/17. The largest number of accidents related to slip, trips and falls (11) which represents 33% of all accidents recorded and is an increase when compared with the same period in 2015/6. This resulted in injuries to hands, wrists, shoulders and head areas.

Injuries from manual handling and striking a fixed object both recorded seven injuries and accounted for 21% respectively. Those from manual handling affected the back, chest and stomach region. Injuries from striking a fixed object were mainly due to walking into street furniture, gate posts or items within the office environment and are an increase from the previous corresponding period.

Injuries from being struck by a moving object (3) were the second highest category of injury for 2015/16 but have significantly decreased for this reporting period.

The 'others' (3) have decreased slightly and mainly related to insect strings and scalds from hot water.

Total Accident Categories 2016/17



3. Reportable accidents

There were five ‘over seven-day reportable injuries’ during this reporting period and the highest proportion of reportable accidents reported to the Health and Safety Executive via the Reportable of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) was for manual handling and slip, trips and fall both with an equal number of two each and the fifth related to struck by a moving object. The following chart identifies the categories of injury, gender and the age group of employees.

	Male	Female	16-21	22-30	31-40	41-50	51-60	61-69
Manual Handling	1	1				1	1	
Slips, Trips and Falls	1	1					2	
Striking a Fixed Object								
Struck by a Moving Object	1			1				
Others								

4. Violence at work

Physical

No physical attacks were reported within this reporting period.

Verbal

Verbal abuse is either encounter face-to-face or via a telephone conversation. There were twenty seven incidents reported by the Divisions below. These issues are either resolved through discussions with the resident or by Legal Services involvement.

Revs & Bens	Housing	Planning	Communities	Environment	Environmental Health/ Public Protection
9	9	1	2	2	4

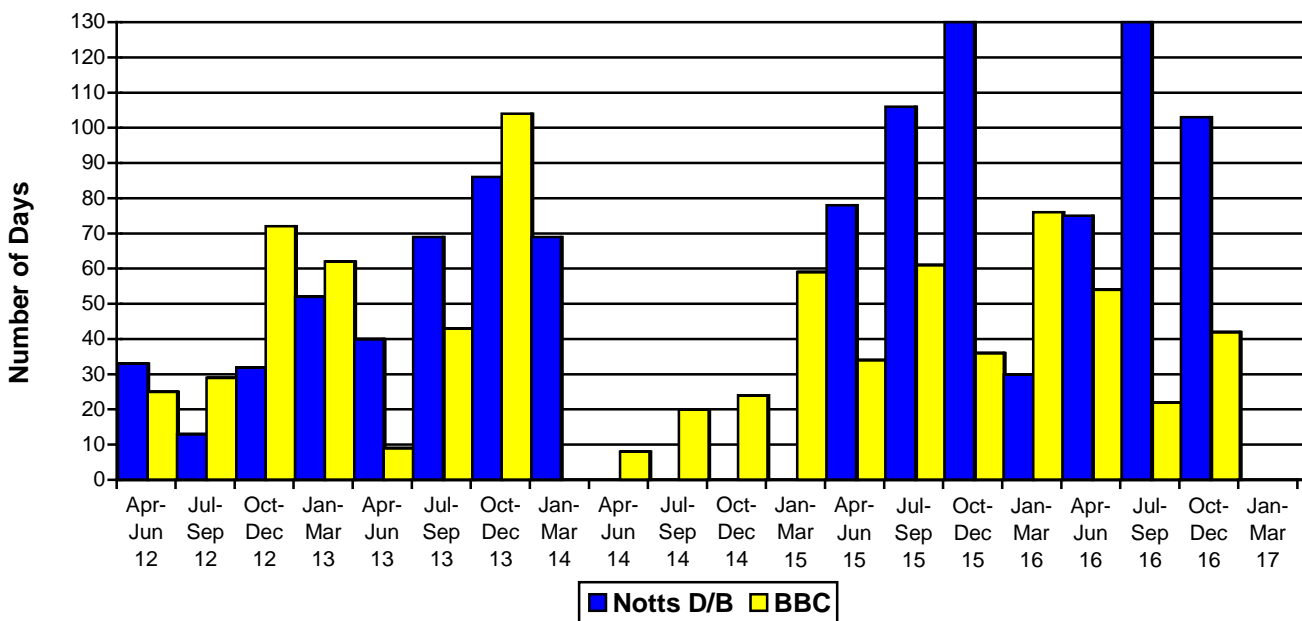
5. Lost working days

The following graph shows the number of working days lost from reportable accidents per three-months between Districts and Boroughs within the East Midlands. The space for BBC during Jan – Mar 2014 is due to no lost time days being recorded. From April 2015 a comparison is now made from data provided by Nottinghamshire Districts and Boroughs (ND/B). Due to the method of collecting data throughout the county, the figures displayed will be a minimum of three-months behind those available for the Council.

The graph shows that 118 days were lost as a result of injuries sustained for the period April 2016 – March 2017. This is a significant decrease when compared with 206 working days lost during the same period in 2015/16. The greatest number of days lost were due to an employee falling with a heavy refuse bin and striking his head on the floor. Note: there were no days lost between January and March 2017, hence the blank space.

In addition to the above, the total number of days lost due to stress, depression, anxiety was 619 for 01 April – 30 September 2016 (this includes those for Leisure) and 456.5 days were lost for the second period of the year 01 October 2016 – 31 March 2017 (this doesn't include Liberty Leisure). This gives an annual total loss of 1075.5 days, which is a significant increase from 684 days recorded during April 2015 – March 2016.

Reportable lost working days



6. Near-miss

A near-miss is an incident which has not resulted in a personal injury or property damage. Four were reported between 01 April 2016 and 31 March 2017.

It is hoped that the video watched about near misses has had an effect on employees thinking. The Council's "Near-Miss" proforma is available on the intranet via:

Document Central / Applications and forms / Health and Safety Forms

7. Transport incidents

The table below relates to vehicle incidents per six-months. Incidents involving a vehicle being stationary, broken-in, unfounded allegations, etc. have not been included.

The Transport Manager investigates each accident in order to try and identify the root cause, which in certain cases has resulted in the driver attending a driver training course with an external agency.

Date	Vehicle Incidents	Forward Related	Reversing Related	Cause Other	At Fault	Not at Fault	Banksman Used	Banksman Not Used	Banksman N/A
Apr-Sep 15	19 (23%)	7 (37%)	5 (26%)	7 (37%)	13 (68%)	6 (32%)	5 (26%)	5 (26%)	9 (48%)
Oct-Mar 16	27 (32%)	14 (52%)	10 (37%)	3 (11%)	17 (63%)	10 (37%)	4 (15%)	5 (18%)	18 (67%)
Apr-Sep 16	18 (21%)	11 (61%)	6 (33%)	1 (6%)	14 (78%)	4 (22%)	6 (33%)	2 (11%)	10 (56%)
Oct-Mar 17	19 (22%)	9 (47%)	6 (31%)	4 (21%)	14 (74%)	5 (26%)	3 (16%)	2 (10%)	14 (74%)

8. Fire safety

Bin stores

Bin stores, particularly at some retirement living schemes have been a concern. A number have 240 litre and 1100 litre bins placed adjacent to the building and may be subject to an arson attack or accidentally set on fire from a cigarette, etc. This type of storage is also not aesthetically pleasing to residents or visitors.

A bin store for Gutersloh Court has been built to make the area adjacent to the main entrance to make it more aesthetically pleasing. At Phoenix Court bin stores have been constructed and 1100 litre bins have been provided to replace most of the vast numbers of 240 litre bins on-site. Pearson Court has received a new bin store due to the Scheme's location, which made it at risk of arson due to its openness to the public.

These projects were discussed prior to construction with residents at tenants meetings and gained approval. These bin stores were carefully designed so that residents will support their existence. Tenants had previously expressed a dislike to the unsightliness of the bins at their schemes, which are now more aesthetically pleasing and assist in increasing fire safety.

Exit paths

At Scalby Close residents utilise a stand-alone community building for social functions and the location also contains the office of the Retirement Living Officer. In the event of a fire located in the front of the building from either the office or the kitchen, residents would have to walk out of a door and across grass to evacuate. A sloped concrete ramp has now been installed from the door and a path now leads to the car park.

Although the Council operates a stay-put policy at Retirement Living Schemes with regards to fire evacuation, at the Willows it was assessed that if an evacuation was to take place and the front entrance was inaccessible, an option must be provided for the east wing. To that end the stepping stone path from the side entrance was replaced by a concrete path with handrails due to the incline adjacent to the path.

Fire safety inspections

Nottinghamshire Fire and Rescue Service stated that they wished to conduct fire safety inspections at a number of the Council's premises during 2016/17. The Willows and Southfields Court were visited and both sites were deemed satisfactory.

Internal electrical cupboards

A programme of works at Retirement Living Schemes has commenced for the fitting of intumescent seals within electrical cupboard doors, which are generally located adjacent to the flat front door on internal corridors. In cases where these cupboard doors are distorted to an extent that the fitment of a seal will be ineffective, new door and frame units have been fitted. Intumescent expanding sealant has also been applied where electrical cabling accesses the meter through the brickwork.

Function of intumescent seals

Intumescent seals may be placed into grooves machined in the two vertical sections and the top edge of the door frame or door. The strips may look like a draught excluder due to its bristly appearance, down each side of these bristles is a plastic strip, this is not just for holding the bristles in place. During a fire that generates smoke in an area the bristly part of the seal will prevent smoke entering the room or corridor. When the fire exposes the door and frame to heat, the plastic part of the intumescent seal expands to many times its original size, sealing the gap between the door and the frame and aiding containment of the fire.

Scooter stores

From best practice meetings held quarterly with Nottinghamshire Fire and Rescue Service all attendees from various councils and housing associations were advised to be aware of the possibility of mobility scooters catching fire particularly during charging.

Consideration was given to this during the fire risk assessments conducted at Venn Court, Yew Tree Court and Humber Lodge, which are the three sites within the borough that have scooter stores. These scooter stores used to be refuse bin stores. After assessing that at these three sites there are elderly, disabled persons who live and sleep on the premises it was considered appropriate to protect the residents and building.

The following actions have been taken for the protection of life and for business continuity reasons:

1. Replacement of vented doors to solid fire resistant doors are now fitted at Venn Court and Humber Lodge
2. Bespoke carriers made and fitted to the walls for battery chargers
3. Separate electrical charging points for each scooter
4. Timers for limiting the time batteries can be on charge
5. At the time of being made aware of the possibility of scooter fires it was also identified that the two gas boilers at Venn Court required replacing. Consequently the boilers and the gas supply were removed from the scooter store and relocated into another room.

Although the scooter stores at the above have fire detection within, there are no means of extinguishing any fire, which will spread from scooter to scooter, before the fire service arrives. Therefore, a stand-alone misting system has now been purchased, which will be activated by its own smoke detection system. Thus extinguishing the fire and reducing costs to other scooters and the fabric of the room.

9. Health and safety audit

A review has been undertaken of the systems and procedures operating in respect of health and safety which was carried out as part of the Internal Audit Plan for 2016.

The purpose of the audit was to evaluate the effectiveness of procedures and test the key operational and managerial controls within the system and to determine the extent to which those controls can be relied upon to eliminate/reduce risks in these key areas.

Internal Audit reports that adequate controls are in place and operating as management intended. The controls should, in the opinion of Internal Audit, provide reasonable assurance that the objective is being achieved efficiently and effectively.

Internal Audit recommends that, “the Health and Safety Officer should send periodic emails to Managers, Supervisors and other employees reminding them of their near-miss reporting responsibilities under the Council’s Health and Safety policies”. This recommendation was actioned on 17 February and will be repeated annually.

10. Training

Annual - in-house training

Training on a range of health and safety topics are conducted at various sites across the borough or for small numbers, in the training area of the health and safety office.

The list below identifies training conducted from 1 April 2016 to 31 March 2017:

Course Subject	Number of Employees attended	Outcome/impact
Health and Safety Induction	74	Mandatory training which is attended by all new employees, work placements and those from Agencies
Control of Substances Hazardous to Health (COSHH) Awareness	8	Provided to employees who use chemicals or come into contact as part of a cleaning-up tasks i.e: fly-tipping.
Sharps Awareness Training	36	Employees who are required to collect needles or at risk of coming into contact with needles.
Risk Assessment Awareness Training	7	Training provided for Managers and Supervisors who are required to undertake risk assessments
Fire Warden Training	9	To train/refresh fire wardens on the procedure for the safe evacuation of persons within their designated area.
Manual Handling Awareness Training	35	Initial or refresher training for manual employees involved in significant manual handling tasks.
Fire Awareness Training	9	Fire awareness training for employees with no computer access
Fire Safety Training eLearning	431	Mandatory on-line training for employees on fire safety issues.
Display Screen Equipment e-learning	433	Mandatory on-line training and assessment of computer workstations
Manual Handling Awareness Training e-learning	426	Mandatory training for office based employees.
Office Safety Awareness e-learning	427	Mandatory training to improve awareness around the office environment.

Silence is Consent DVD	424	Mandatory training on the importance of reporting near-misses.
Health and Safety Awareness Training	11	This training contains bite size pieces of many topics and is generally used as refresher training.

External training

Stepladder Safety	7	Two hour sessions provided for employees who use stepladders for small/low level tasks.
Full First Aid at Work	14	First aid training is based on a three-year programme. This training has been provided to those new to first aid and to those requiring refresher training.
Emergency First Aid at Work	56	Training in basic first aid provided for employees who are generally mobile.
Asbestos Flytipping	8	Refresher training provided to employees who come into contact with flytipped asbestos and are required to remove it safely.
Abrasive Wheel	4	Safe replacement, adjustment and use of various abrasive wheels.

e-learning

Five e-learning training modules have been developed and published known as the Foundation Level for all ICT users. This level comprises of Display Screen Equipment, Fire Safety, Manual Handling, Office Safety and a Near-Miss DVD – Silence is Consent.

A total of 2197 individual courses have been completed.

11. Lone worker devices

Many of the Council's employees are expected to work alone from time to time and for some employees lone working is a main feature of their role. Working alone is usually safe but there are circumstances where risks can increase.

The Council undertook a review of lone worker systems available due to the completion of the previous lone worker device contract. Reliance Protect was the favoured choice and also provides a substantial cost saving per unit. Currently the Council has 29 devices some of which are dedicated devices whilst some are shared, 45 employees have been trained to use the devices.

The Housing Team have purchased a Lone Worker solution provided by SkyGuard. The solution provides the ability for employees to raise an SOS call when in difficulty and for them to leave updates on their status and location around the borough when working. The updates and calls are managed by an Alarm Receiving Centre managed by SkyGuard 24/7 to ensure employees are being supported whilst working alone and any calls are responded to appropriately, whether by escalation to the emergency services or by an escalation to a manager.

Training is in the process of being rolled out to all lone workers within Housing for members of Housing Repairs, Retirement Living and Tenancy and Estates.

12. Evacuation chair maintenance

Escape Mobility Ltd have once again serviced the Council's evacuation chairs to ensure that they are safe for their intended use, maintained in a safe condition and inspected, thus complying with the Provision and Use of Work Equipment Regulations 1998 (PUWER). The chair that was sited at Durban House has now been relocated at the Town Hall due to the building having many internal and external meetings.

Financial Implications:

Evac Chair Ltd - £90 per chair (previous maintenance company)
Escape Mobility Ltd - £75 for the first chair £55 for any other chair.

Location of evacuation chairs serviced in 2016/17:

- Town Hall 2
- Council Offices 3

- Bramcote Leisure Centre 3
- Kimberley Leisure Centre 1
- Chilwell Olympia Sports Centre 1

13. Visitors badges

It has become apparent that there are issues relating to the identification of visitors and authorised contractors at the Town Hall and Council Offices. In order to strengthen the security of these buildings a new signing-in/out procedure has been developed and was implemented on 09 May 2016.

14. Health promotion**Audiometry/HAVS**

A number of new and existing employees (27) from various Departments have received an audiometry (hearing test). These are as a result of scheduling or to establish a baseline for new employees.

As a consequence of employees (9) completing HAVS (Hand Arm Vibration Syndrome) surveillance forms it was identified that they should be examined by an occupational doctor. The doctor did not raise any level of concern as some issues were not vibration related and those that were are being managed so as to keep their exposure to a minimum.

Osteoporosis screening

The reason for providing these screening days is prevention. Peak bone mass is achieved around the age of 30, which declines from the age of 35. If we can identify a potential problem early enough then hopefully we can prevent a hip fracture and possible death, 27% of people who go into hospital with a hip fracture die within 12 months - there is also the huge cost to the NHS. Hip fractures account for an estimated £1.1 billion in hospital costs annually and is expected to increase dramatically with an ageing population.

Three Osteoarthritis screening sessions for the identification of brittle bone disease were conducted during March 2017. Two full day sessions were held at Beeston and a six-hour session was held at Kimberley Depot. These sessions were priced at £20 each and were offered to employees and councillors at a subsidised price of £2. A total of 113 received the screening, with one councillor attending at Beeston and four attending at Kimberley. From this screening it was identified that 37 employees recorded above average reading for their age, 59 recorded an average reading, 16 recorded below average and 1 employee had a high risk reading. Feedback from the screening was very positive and expressions of gratitude were expressed towards the Council by a number of employees.

It is hoped that through having the opportunity of a scan, employees in the average category will ensure that they take steps toward maintaining their bone strength. Some who are already below average and were scanned in 2014

have identified that they had not had a reduction in bone strength due to lifestyle changes. However, there were 10 from the below average/high risk categories who were asked to discuss their results with their GP as diet and exercise alone is not enough for them and they may need medical intervention.

15. Councillors' health and safety

Following a request from the Leader of the Council for a form of protection to be provided to Councillors the following was created:

- A Councillors' Health and Safety Policy to identify the overall framework of the Council and several legal responsibilities that Councillors need to be aware of. Therefore it is hoped that this will give an understanding of how decisions and actions by Councillors may impact on the health, safety and welfare of Council employees, residents of the borough and themselves.
- Good practice for personal safety measures is provided within the document to prevent or deal with those rare circumstances when Councillors might find themselves in situations where they become anxious for their safety.
- An Employee Protection Register (EPR) was developed to assist in protecting Council employees who are expected to interview clients in council offices or visit them in their own property who may have some history of verbal and/or physical violence. With this in mind it is right and proper to provide Councillors with similar information known as the Councillors' Protection Register (CPR). Councillors MUST consult the CPR before meeting with a constituent particularly at their home, in order to ascertain if any previous violent behaviour has been reported, unless the person is known to them.
- In addition, a generic risk assessment has been provided identifying many of the hazards that a Councillor is liable to encounter which are mitigated by appropriate control measures. Other aspects of a Councillor's work that are not covered by the generic risk assessment will require a specific risk assessment if the risks are deemed to be significant.
- Training was undertaken at Full Council of the above. The training was attended by 27 Councillors (56%) who were attentive and appreciated the efforts taken to protect them.

16. Liberty Leisure

Prior to the Leisure Services Division becoming a trading company known as Liberty Leisure, work was undertaken to develop a health and policy statement, policy, accident reporting forms and the risk assessment system so that current assessments and future assessments would have the Liberty Leisure logo displayed.

17. Vibration testing

Grounds Maintenance tools are tested annually to ascertain the level of vibration emitted. Additional testing was conducted by the Health and Safety Officer at the end of the growing season in November in order to ascertain a comparison with those recorded in the spring. The testing identified a marginal difference and this reinforces the benefit of regular maintenance and operator awareness. After testing a coloured label is attached to the tool to identify the amount of vibration emitted. Those which are identified as being high are returned to the workshop for investigation. Every effort is made for other tools which record high vibration to be replaced by an equally or more effective tool with lower vibration magnitudes. Care is taken in this instance to source tools that perform the task effectively. It is counterproductive to provide a lower vibrating tool that requires far more time to complete the task, thus increasing exposure.

18. Violence at work form and GMT report

The violence at work report form was superseded in November 2016 by the aggression at work report form. The change was felt due to the form not being fit for purpose due to types of issues reported and a requirement for more information so that additional management responsibilities and further support could be offered to employees.

The Chief Executive requested that GMT receive a three-monthly report. GMT requested that the form should provide additional information relating to the perpetrator so that GP/Social Services/Case Worker/Probation Officer, etc could be notified, so that further support can be given to the person.

19. Environment Safety Advisory Group

Due to various issues that arose from projects conducted on parks and open spaces by the Environment Division and contractors, the Environment Safety Advisory Group (ESAG) was formed. The ESAG is chaired by the Head of Environment and works to a term of reference. It comprises of employees with specialist knowledge from within the Council who will discuss projects from the feasibility stage through to completion. Site visits by members of the group will also be undertaken, when necessary. The first meeting was held in March 2017 and the group will meet every three months or sooner if a project is being considered.

Report of Interim Deputy Chief Executive

COMMERCIAL STRATEGY 2017 – 20201. Purpose of the report

To invite the Committee to consider the draft Commercial Strategy and its Action Plan for 2017–2020.

2. Details

Appendix 1 to the report sets out the proposed Commercial Strategy. Areas highlighted within the document include reasons why such a strategy is needed, how the strategy aligns with the Corporate and Business Strategies as well as the current position of the Council and identification of priorities in the forthcoming years.

Appendix 2 which is the Commercial Strategy's Action Plan presents a number of actions which will be undertaken to deliver areas of the strategy, along with timescales, targets, post holders responsible and intended outcomes.

The Commercial Strategy is not a stand-alone strategy, not only does it align to the Corporate and Business Strategies but it also links into other areas such as the Economic Regeneration Strategy. This is to ensure that the Council achieves the maximum benefit from this new way of working.

Overall, it is envisaged that commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.

Recommendation

The Committee is asked to RESOLVE that:

- 1. The Invest to Save Programme 2017 – 2020 be established.**
- 2. The Commercial Strategy and its Action Plan for 2017 – 2020 be approved.**

Background papers

Nil



BROXTOWE BOROUGH COUNCIL

COMMERCIAL STRATEGY 2017 – 2020

August 2017



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Commercial Strategy

Why do we need to adopt a commercial approach?

Like all other Local Authorities in the UK, Broxtowe Borough Council's finances are in transition from a funding model based primarily on grants from central government to one based on locally generated income. The withdrawal of central funding has significantly outstripped growth in other income over the last few years. Between 2010/11 and 2014/15 Central Government funding fell from £8.896m to £5.530m. The Revenue Support Grant element of this is set to continue to decline, from £2.839m in 2014/15 to zero by 2019/20.

In future, potential funding for services will be mainly from business rates, Council Tax and income that the council can generate from its operations, including commercial activities.

The trend in expenditure outstripping income is set to continue. Until 2020/21, expenditure is forecast to exceed income, with deficits of £808k in 2017/18, £691k in 2018/19, £506k in 2019/20 and £213k in 2020/21 planned within the Council's Medium Term Financial Strategy (MTFS). This will require a withdrawal from reserves of £2.218m over the lifetime of the MTFS.

The Council has limited control over Council Tax and Business Rates income. These represent relatively stable income streams although there are significant risks relating to business rates. Income from business rates can fluctuate considerably from one accounting period to the next. Short term growth is a valuable source of new income but this may not translate into longer term income streams as the amount collectible depends on a wide range of external factors such as the level and success of appeals, central government decisions about business rates relief and the level of investment or dis-investment in the area by individual companies. Council Tax is more stable but can only grow if sufficient sites can be made available for home building and developers are able – and willing – to bring projects forward.

Costs can be reduced to compensate for the loss of income. The Council has reduced budgeted net spend on services from £14.381m in 2010/11 to £9.990m. However, a base level of expenditure is needed to meet the cost of statutory services such as refuse collection, planning and development control and licensing while a core infrastructure is required to support services and the public through Revenues and Benefits management, legal, financial and democratic functions along with ICT and Human Resources management. The Council has also committed to the provision of non-statutory services in order to meet the outcomes set out in the Corporate Plan. These include income generating services such as leisure and cultural events and garden waste and trade waste collection.

The Council – if it is to remain committed to providing the full range of services at the level of standards expected by local communities – will be increasingly reliant on income from these and other sources. To do this it needs to establish the working practices of a commercial organisation. This requires a transformation in thinking, whereby we view the delivery of services and functions in a business-like way and seek out new opportunities to generate income to support the services that our communities want to receive. The financial benefits of the Commercial Strategy will be included in the Council's budget strategy.

This strategy sets out the means by which this transformation will be achieved.

Alternative options considered

One alternative option could be to reduce services that are provided for residents. Although this is not an option at the moment, it may have to be considered in the future.

Another alternative would be not to adopt a commercial strategy and continue to provide services for residents, businesses and visitors with income being raised from business rates, Council Tax and charges that are levied on various services. These funding streams alone would not generate enough income to ensure that the required level of services could be provided in the future, nor ensure further depletion of reserves.

Commercialism is not solely driven by economic necessity, although this is an important component of the strategy. Social purpose (which is another name for the benefits that the Council delivers to the community) is an important underlying strand of the strategy. It is the driver behind the Council's desire to make a positive impact in society whilst generating long term business growth. Commercialism is being pursued in order to provide the best possible services for Broxtowe residents within budgetary constraints and at times, balancing commercialism and social purpose may throw up ethical dilemmas which will then be considered on an individual basis.

Analysis undertaken by consultants V4 Services Ltd in July 2015 showed that the Council was already some way forward in terms of income generation. The consultants presented their findings to Cabinet in September 2015 and showed that income generated by sales and fees and charges was 23% of total spend. The average amongst similar councils was 20% at that time.

However more progress could be made if the Council addressed identified areas for development. The consultants found that:

- There was no corporate definition of commercialisation and therefore no standard approach
- Some priorities are evident but a stronger corporate approach is needed
- Some good examples of income generation exist
- There are sound accounting practices in finance but limited commercial financial acumen in services
- There is limited formal corporate commercial challenge and need for a 'gateway' process in terms of procurement and income generation.

The recommendations that followed from this led to the establishment of a Commercial Manager post to provide a focal point for the development of a commercialism across the Council. The Consultants suggested that the Council needed:

- A definition and embedding of commercialisation across the Council
- A process developed to ensure robust commercial business cases
- Alternative delivery vehicles if trading at a surplus including a Local Authority Trading Company (LATC) for some services
- A commercial approach to sales, customers and account management
- A Commercial approach to commissioning prior to procurement

- Toolkits and processes to devolve activity to service managers
- The development of competencies and commercial skills.

The Council's Cabinet received the report and resolved to implement the recommendations made by the Consultants.

Alignment with Corporate Plan and Business Strategy

The Council's Corporate Plan is based on the delivery of a vision to make Broxtowe...

...a great place where people enjoy living, working and spending leisure time.

To help realise this vision the Council has identified five priorities and set a number of key objectives within each priority. Figure 1 summarises with a few current examples how the five priorities can be supported by a more commercial approach to service delivery and by the development of new services on a commercial basis. These examples show how income generating activities and ways of working that reduce costs can also enhance the offer that the Council makes to potential customers who wish to receive, or may require, new services

Figure 1: delivering the Corporate Plan through a commercial approach

Corporate Priority	Existing Commercial activity	Potential new activity
Housing	Lifeline and assistive technology	Social Lettings Agency
	Making commercial use of property	Housing Development Company
Business Growth	Planning applications	Use of planning software
	Pre-planning application assessment	Provision of incubator units
	Commercial lettings	
Community Safety	Bulky waste collection	Letting space for charities/community functions
	Community events	Provision of web space
	E-forms and increased e-ways of working	
Health	Liberty Leisure	Bereavement Services trading account
	Taxi licencing	
	Car parking	
Environment	Garden waste collection	Business premises cleaning
	Trade waste and bulky waste	Skip hire

Many of the existing commercial activities have been incorporated into the Council's Business Plan. This was developed in 2015 to address a budget gap of £2.377m identified in the MTFs at that date. The Business Strategy includes efficiencies alongside business income growth initiatives and was based on the achievement of four principles over the life of the strategy that would help Broxtowe to become:

- Lean and fit in its assets, systems and processes
- Customer focused in all its activities
- Commercially-minded and financially viable

- Making best use of technology.

An Asset Management Strategy and Digital Strategy already exist to drive two of the components of the Business Strategy. The Commercial Strategy represents the development of the third strand of the Business Strategy. A Revised Customer Services Strategy is in preparation to address the second area.

While each of these strategies addressed directly a specific component of the Business Strategy and through this supports the Corporate Plan, there are numerous overlapping elements. Taken together they form a complete approach to shape and steer the future direction of the Council in order to achieve the aims of the Business Strategy and establish the Council on a sound financial footing once the transition from central funding to self-generating income is complete.

What does a commercial organisation look like?

Commercialism means taking a more business-like approach to service analysis and delivery. Measures that commercial organisations adopt to maximise their business potential include using business cases to analyse the commercial potential of services, identifying services for which a fee can be charged and delivering some services explicitly as a commercial business.

In a nutshell, commercialism is adopting a business-like approach but with the focus firmly on delivering the best services possible at the right cost, which also bring in additional income. Adopting a commercial approach will alter the way in which we work and how we deliver services in order to ensure that we provide the best services possible whilst at the same time, maximising the income we can generate.

There are a number of factors which make a commercial organisation successful and these can vary from sector to sector and organisation to organisation. However there are some factors which all successful commercial organisations have in common:

Effective communication – the sharing of ideas and information helps to promote best practice across the organisation by sharing information about successes achieved as well as any issues that arose and their solutions. Analysis of this information can play a crucial part in the successful development of new projects.

Forward thinking and planning – a successful commercial organisation is always looking for new areas and opportunities in which to expand so that income can be increased whilst at the same time, improving service delivery

Easily adaptable – organisations that adapt to new ways of working and seek out new areas of work are more likely to survive than those organisations that always do what they have

Makes use of the skills and talents of its staff. Successful organisations identify entrepreneurs and give them room and scope to flourish

Listens to its customers (local residents and businesses) and colleagues – a successful commercial organisation needs to be open and receptive to new ideas and issues raised from a variety of areas.

Understands the risks they face and take steps to prevent risks occurring – successful commercial organisations have contingency plans in place to deal with issues that may arise in the future.

Currently Broxtowe is an organisation whose aim is to deliver services for all that live, work and visit the borough. The move needs to be made towards an organisation that still focuses on service delivery but is more commercially-minded and identifies opportunities for expansion as well as income and surplus generation.

In some respects the Council has developed a commercial approach already. The key components of this are identified in the following paragraphs, with indications of where the activities can still be developed in order to embed and maximise the value to the organisation of a business-like approach.

There are also a number of existing barriers to increased commercialisation which will need to be addressed if the objective of the strategy is to be achieved.

Commercial assets

Broxtowe holds the freehold for Beeston Square as well as leases for 73 properties consisting of 16 shops and 57 industrial units around the borough. Overall the properties are modern, well maintained facilities. The craft workshops at Eastwood are part listed and have a more old fashioned design, which appeals to a more specialised tenant. These units currently have an occupancy rate of 96% and the estates department works on maximising rental income by charging current market rents, whilst minimising vacancies to reduce void costs and loss of rent. Analysis is currently being undertaken to calculate the rate of return from the units, so they can be compared to other forms of investment.

Liberty Leisure is a not-for-profit company limited by guarantee which has been operational since October 2016. Its business plan estimates that by transferring services from the council to the company, Broxtowe council would make annual savings of over £300k in the five years from 2016 to 2021. Liberty Leisure currently has an interim MD in post in anticipation of a permanent appointment being made. The Board of Directors is also under resourced and needs to be stabilised by the addition of one or more Directors and the appointment of a commercial adviser in order to drive the business forward over the next few years.

Bramcote Bereavement Services successfully manages and operates Bramcote crematorium. The dividend paid to Bramcote and Erewash councils was £800k in 2016/17. Due to a programme of improvement works from now until 2019/20 and due to the as yet unknown impact of the new crematorium facility now in operation at Gedling, the dividend return is anticipated to range from £560k to £800K over the next three years. This will leave an anticipated revenue account balance ranging from £93k to £155k in the same period. Work is currently in progress to establish the appropriate business model for Bramcote Bereavement Services.

Private (Social) Lettings Agency

Work is currently underway to analyse all the available options around the establishment of an agency that works with private sector landlords. The agency will increase access to private sector rentals for tenants who may be on low incomes or in receipt of housing benefit and currently have difficulty accessing private sector housing. Once all options have been identified and analysed, a business case will be developed to as the first stage of implementation.

Waste Collection

The garden waste scheme has been very successful to date and provides a service to a substantial number of residents. As all service expansions have a natural saturation point, the most effective way to move forward is to explore ways in which the service can be enhanced to encourage greater participation. This work will continue throughout the year.

Development of the trade waste collection service is also being explored to ensure that a more diverse service can be offered across the borough. Work in this area will be progressed in the next few months.

Effective implementation of commercialisation

The strategy has been developed to promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Preliminary research through the Business Strategy meetings, the work of V4 Services Limited and the information gathering by the Commercial Manager has indicated that there is a strong willingness to embrace change across the organisation but a limited understanding of what is really required. This is not unusual, as it is a major departure from previous ways of working.

As with any culture change, support and leadership are key components of the process. The latter will be provided by the Chief Executive and Deputy Chief Executive and support will be given by the Commercial Manager, working across all relevant departments with Directors and Heads of Service and their teams. The role of the Commercial Manager is to take forward the recommendations made by V4 Services that are feasible and to develop the tools and approaches needed to embed commercial thinking across all departments of the Council.

The Commercial Manager will work with council officers:

- to encourage a 'risk-aware' attitude to new ideas and projects rather than a 'risk-averse' approach
- increase understanding of the benefits of inter-departmental working and provision of interlinked services
- to help identify ways in which new services can stand out in a crowded market.

In order for this to succeed, it is important to further develop a working atmosphere where the flow of new ideas from all is openly encouraged, along with the understanding that not all ideas will be adopted. The pressing need for change will be continually promoted and this will be a key part of work across the organisation, building upon the series of presentations that were held for all staff by the Chief Executive in 2016.

In order to overcome delays which may have the potential to hold up new commercial projects, a new system of delegated authority / powers will be developed which simplifies some of the processes needed for approval. This authority will be delegated to a panel or sub committee of councillors and officers who would be able to meet quickly and / or regularly to analyse the merits of new projects and services and then decide whether or not to proceed with the project.

It is envisaged that regular meetings of the sub committee / panel will occur 5 times per annum so that ad hoc meetings are kept to a minimum. Membership will be finalised after agreement between council members and officers. Training on how to appraise projects will be provided for all sub committee / panel members to ensure that all members are able to undertake this role effectively and successfully and provide due diligence .

An “Invest to Save” programme will also be implemented with its own budget and will fall under the jurisdiction of the sub-committee and its delegated powers. The aim of the programme is to recognise and encourage the entrepreneurial ideas that staff have around service development and expansion, which will also produce additional income. Staff will bring businesses cases for projects to the sub-committee which will judge each case on its individual merits and available budget. Should there be more projects put forward than available budget, the sub-committee will agree to give preference to projects which maximise income and are aligned to Broxtowe Borough Council’s priorities.

Where do we want to be in 5 years’ time?

Within the next five years, it is anticipated that Broxtowe will be a more commercially minded organisation with increased income accrued from a mix of new and expanded/ redesigned services and projects. There will be a reduction in the amount of monies drawn down from reserves due to the increased income filling the gap created by the reduction in funding from central Government. In order to raise this income, a number of steps must be taken, which are outlined below.

Areas on which to concentrate in 2017-2018

Liberty Leisure

The appointment of a permanent MD and increase in the number of Board Directors will be a matter of priority in order to provide stability for the company. Progress of the company in its first 18 months will be closely monitored in order to identify areas of strengths and potential weaknesses. This work will aid the development of future business plans and strategies not only for the three leisure sites but also the company overall.

Bramcote Bereavement Services

Establishment of a trading account will be the primary focus of the service in the forthcoming year so that the options for the best relationship between the two Councils and the Crematorium can be worked through. This will also be aligned with exploration of new avenues for income generation. This is subject to the agreement of Erewash Borough Council.

Private (Social) Lettings Agency

Development of the business case will be the first stage of this service. Once this is underway, proposals for rollout of the scheme across the borough can be developed.

Kimberley Depot and Waste Collection

As the future location of the Depot is currently under consideration, it is likely that any capital works plans will not be able to achieve an adequate rate of return on investment within time. Until a decision has been taken, any plans regarding a potential car wash and skip hire business although being explored should be considered as on hold.

However alternative schemes can still be considered and work is on-going about the suitability of development of a variety of ideas including a potential expansion of trade waste and investigations into developing the garden waste scheme and the sign making service. Regular updates will be provided as work progresses.

Industrial units and commercial property

Work in this area is linked into the revised Economic Regeneration Strategy in order to promote inter-departmental working and synergy of strategies.

To ensure that the council is maximising income from all its commercial property, work is being undertaken to identify the rate of return on commercial properties which will enable them to be compared with both other property and non-property based investments. This work includes a full analysis of rent received together with maintenance and void costs. Once completed, it will be possible to determine the economic viability of each property and to determine where units are performing well or where it may be better to release units onto the open market for sale and re-invest the income elsewhere

Investment in property portfolio

In order to gain maximum return from properties held by the council as a landlord, not only will the rate of return on the current property portfolio be reviewed but also the possibility of extending the portfolio beyond the Borough. Funding for this work will require a two strand approach.

A proportion of income from the sale of land and commercial properties as well as the income from the sale of the least efficient current properties will be ring fenced into a separate fund. This fund will be used solely to buy new commercial investments which meet the criteria set by Property Services and will provide a better rate of return, as identified below.

The fund may also contain new investment funds which could be raised via external loans. This strategy is one that is increasingly being adopted by other councils across the UK (such as Test Valley, Gloucester, Mansfield and Ashfield) as they look to increase and diversify their income streams. Borrowing rates are currently at an all-time low and money can be raised from other Local Authorities at approximately 0.5% for up to two years or at a rate of 4% from banks on a long term basis.

This form of borrowing will enable the council to expand its investment property portfolio on extremely favourable terms although the risks associated with this approach (primarily unanticipated increases in interest rates and loss of rental income to fund the borrowing) will need to be considered at each stage. The Council's risk appetite for such investments

is defined in the Treasury Management and Capital Strategies approved by Council and will be taken into account when making borrowing and investment decisions.

It is envisaged that the fund will be used for two purposes:

- 1) To buy investment property outside of the borough which will provide a good rate of return at current market rate.
- 2) To raise funds for purchase of property within the borough for a specific purpose, such as growth office space (as outlined below in Broxtowe supporting business. Progress through success). Work in this area will be aligned with the upcoming economic regeneration strategy.

Prior to expressing any interest in potential investment opportunities, thorough analysis of the property's potential as an investment will be undertaken. This will include; analysis of the overall market, the surrounding area and its economy, level of risk that will be incurred, rate of return on the investment and likely period of investment needed. Should all of these factors be favourable, then interest in the property will be expressed. Should there be any issues that raise concern, then alternative properties will be sought for investment.

As well as using the income raised from the investments to fund property purchases, should sufficient income be raised, funding will also be earmarked for small projects across the borough. Consultation with members will be undertaken to identify where the money should be allocated.

When considering the development of this strand of the strategy, a number of reasons were identified as being the drivers behind its proposal and implementation. These are outlined below.

- The purchase of commercial property will allow the Council to invest capital to enable it to receive a revenue income from the rent received, whilst still retaining the freehold interest of the property, which it is anticipated will grow in value over time.
- In order to spread risk, it is more effective to buy property in different areas across the UK. If an authority purchases all its property in one area, then it is extremely vulnerable to a downturn. If the downturn is in the property sector only, then the effects would be considerable and the value of a property portfolio could decline drastically. However if there is a full economic downturn, not only could the value of the property portfolio decline but there could also be the added impact of dealing with a downturn in the whole economy of the area. This could lead to the situation where extra resources are required but the availability of income is reduced.
- One of the requirements for purchasing property is to achieve a good rate of return. This is best achieved by buying in areas of growth across the UK, as rates of return will be higher than can be achieved within Nottinghamshire. Investment should also be spread across types of property purchased to reduce risk.

Areas on which to concentrate in 2018-2020 and beyond

Whilst work on the areas covered in the short term will continue in the mid-term too, other areas of work will also be explored, in order to expand the range of income generating activities.

Broxtowe supporting business. Progress through success

Broxtowe's current business retention is healthy. However, there is no guarantee that this will continue in the future and thought must be given as to how we can attract and retain new businesses to the borough and improve rates of business registration. In order to maximise opportunities to attract and retain a wide range of businesses to Broxtowe, it is proposed that Broxtowe provide a wrap around service which offers premises (if required), advice, support and guidance to businesses. As there is not a surplus of large tracts of land within Broxtowe which could be offered to the larger, more established businesses, concentration on building a base of smaller more flexible businesses has the potential to be the most productive way forward.

The aim is to capture the loyalty of businesses from the beginning and provide services that ensure Broxtowe is seen as an attractive place for businesses to be located from the very start of their life, due to the wide range of support that is on offer in the borough. Although there are other organisations that offer similar services, the attraction of Broxtowe's service lies in the fact that it will provide a full package of support, have a truly local focus yet also have advisers with a wide breadth of expertise.

One aspect of the support strategy to consider is provision of a variety of office space which enables businesses to remain in the borough as they expand. This can be seen as a ladder upon which businesses move as their circumstances change. This will require the purchase of dedicated premises and it is likely that the premises will need to be adapted to provide the spaces required.

Virtual space could be offered for those in a pre-start-up mode or for a sole trader. Businesses will be able to use a postal address as their business address and free use of meeting rooms.

Generator space is an alternative solution for those in the pre start-up phase. Shared office space in an office hub will be provided via hot desking as well as a mail forwarding service. This option will be available on a short term basis only, (no more than a 6 months contract) in order to enable and encourage businesses to move onto the next stage of expansion. The option to use existing office space for businesses in this initial stage of development will also be explored, in order to facilitate maximum take up of the services offered.

A daily rate for hot desking in the office hub could be provided for individuals / start-ups and small companies who can't commit financially to leases. This will ensure that they don't miss out on the opportunity to establish business premises and that Broxtowe offers the maximum flexibility to businesses in its area.

Incubator Space is designed for start-up businesses in order to facilitate the next stage of expansion. Separate office space will be provided from a variety of premises and leases will be given for a maximum of 3 years.

Growth Space: As businesses grow, they often require larger offices. In order to facilitate their expansion, premises will be available which meets their needs and encourages businesses to remain in Broxtowe. There will be no maximum lease.

The first step in the progression of *Broxtowe supporting business, progress through success* will be the development of a business case which will identify resources needed, costs, income and benefits via outcomes and impact, not only on local businesses but across the whole borough. Once the business case has been finalized and agreed, then implementation of the scheme will be undertaken.

Business support

The second aspect of the Broxtowe business retention strategy is provision of advice and support by specialist business advisors who are able to identify the issues that businesses may face before they occur as well as devising solutions to overcome the issues.

Currently businesses in the borough who wish to access business support can access online support provided by the council in partnership with My Incubator Ventures, which offers a virtual service for businesses via online chat and webinars. D2N2 also offer business advice to businesses within the region. Presently, take up of these services is low but with focused and consistent promotion of their benefits, it is anticipated that a sizeable increase in numbers accessing the services can be achieved.

Should demand for business advice and support substantially increase, alternative methods of providing these services will be explored. As any expansion will have financial implications, proposals will only be finalised if it is clearly seen that income exceeds costs.

Business support will also focus on work with Bramcote Bereavement Services to ensure that a viable cremation company is set up as soon as possible. This will require negotiation with Erewash Borough Council, as joint committee. Work will also continue with Liberty Leisure to ensure that its initial success is built upon and that the company continues to go from strength to strength.

Housing

Consideration will continue to be given to exploring development of non-operational land in order to provide additional sites for housing development. Certain sites have been approved for disposal to aid the development of housing. The two most important considerations that must be taken into account during this disposal are how to maximise housing stock as well as achieving the best commercial return. Potential joint ventures with other authorities will be explored to see if they are the most effective development vehicles. In order to ensure that Broxtowe utilise their properties in the most efficient manner, analysis of the housing stock will be undertaken to ensure that the right number of properties are available for the variety of age groups within the community.

Broxtowe's Housing Company will be developed with a particular focus on affordable housing. The drafting of the business case for the Company outlining what property will be transferred, what resources are needed as well as estimated expenses will be one of the first steps in the establishment of the Company

In order to facilitate the development of the Social Lettings Agency, it is anticipated that the Agency will move into the private sector lettings department. This will align the agency with other work undertaken with private sector landlords and contribute towards development of a holistic service for private landlords. In order to compete in a competitive market, the Agency will require a strong brand which will make it instantly identifiable and inspire confidence in the service.

Whilst developing business cases, plans and targets for the Social Lettings Agency, it must be borne in mind that when the Homeless Reduction Act 2017 becomes law, councils will have an obligation to prevent homelessness. Should there be a substantial rise in work in this area, this will lead to more of a focus on rehousing which could reduce Broxtowe's ability to offer a full service to landlords.

In order to continue to provide effective and efficient services whilst continuing to provide value for money, increased joint ventures with other landlords will be investigated in 2019/20. The aim of the joint ventures will be to increase the range and variety of services that can be offered to tenants across all sectors and leaseholders. Analysis of how these services will be financed will be fully explored to ensure that the most effective means are identified.

Other areas of consideration include identification of what services can be offered to leaseholders. Currently there are 249 leaseholders with another 50 going through the Right To Buy process. An in depth analysis of their needs and what can be feasibly offered will be undertaken to ensure that leaseholders receive a package of services that is as wide ranging as possible.

Certain sites have already been approved for disposal for the development of housing. In order to obtain the best commercial return whilst still maximising the amount of housing that can be developed, a variety of options will be considered, such as joint ventures with other local authorities. These will help identify how to best finance the schemes.

It is also envisaged that in 2019-2020 the Housing Service will be rebranded in order to provide it with a more professional, customer friendly and approachable image. The majority of work on the Housing projects is expected to occur in 2020 and beyond

Next Steps

The proposals presented here are the first stages in developing a robust and long standing commercial strategy which will enable Broxtowe Borough Council to substantially increase income which can then be re-invested in other commercial ventures. This in turn will enable the council to expand the range and reach of services that it currently provides, whilst operating from a sound financial basis.

The next stage in the process is to develop the ideas into firm proposals which can then be appraised and implemented. At the same time, the roll out of the commercial strategy will be underpinned by three approaches;

- The creation of business cases and action plans to drive forward new projects. Post strategy approval, action plans for projects contained within the strategy will be developed. Business cases, which fully explore each project's aims, objectives, outcomes and resources required, will be written and appraised. As lead in times for each project will differ, it is envisaged that a staggered approach will be taken to project implementation.
- The development of approaches to identify more effective ways of working. In order to encourage more effective ways of working, analysis of each department's methods will be undertaken when project work is initiated. Areas which need to be modified will be identified and solutions implemented. Work around organisational wide issues such as encouraging inter departmental working will be ongoing and individual solutions will be devised for each issue as they arise.
- Promotion of successful commercial initiatives. This will be undertaken in conjunction with Corporate Communications, using a variety of methods including face to face communication at public meetings, newsletters and social media. The targeted use of communication strategies and methods will be used to disseminate information about the success of the strategy across the Borough and beyond its boundaries.

Commercial Strategy Action Plan

Action	Intended Outcome (s)	Indicators / Targets / Measures	Involvement / Lead	Timescales
Liberty Leisure – development	Management Stability	Appointment of Permanent Managing Director	Liberty Leisure Board of Directors and relevant Councillors	2017/2018
	Facilities are cost neutral or income generating	Income exceeds costs	Liberty Leisure and Liberty Leisure Board of Directors	Long term ambition – beyond 2020
	Leisure Facility Strategy refresh	Facility strategy rewritten	Deputy Chief Executive, Leisure and Environment Committee	2018
Bramcote Bereavement Service – development	Establishment of a trading company or most effective trading vehicle	Establishment of a trading account	Bramcote Bereavement Service joint committee. Broxtowe Borough Council Erewash Borough Council	2017/2018
Social Lettings Agency	First stage in rollout of Agency	Development of business case	Housing Department	2017/2018
Kimberley Depot (Environment department)	Expansion of trade waste service	Increase in number of customers and / or services taken up	Business and Projects Trade Waste Team Commercial Manager	2017/2018
Commercial Property – maximising income	Identification of rate of return	Full analysis of rent and maintenance costs	Estates Manager	2017/2018

Action	Intended Outcome(s)	Indicators / Targets / Measures	Involvement / Lead	Timescales
Development of Strategy for Investment in Property Portfolio	<p>Ring-fencing of portion of receipts from sales of properties providing inefficient rate of return</p> <p>Funding available to bid for and purchase suitable property (both within and out of the Borough) when identified</p> <p>Property purchased which provides a good rate of return for the council</p>	<p>Agreement to ring fence percentage of income from sales</p> <p>Agreement to create an investment fund for potential property purchases</p> <p>Identification and purchase of, suitable property when it comes to market</p>	<p>Council Members Estates Manager Planning Development and Regeneration Manager Commercial Manager Senior Accountant</p>	<p>2017 and beyond</p>
Supporting business	<p>Provision of office space of varying sizes, enabling businesses to remain in the Borough as they grow.</p> <p>Businesses linked into support that is available within the Borough</p>	<p>Agreement to support the provision of office growth space for businesses within the Borough.</p> <p>Identification and purchase of suitable property when it comes to market</p> <p>Rise in number of businesses accessing MyIncubator Ventures and D2N2's services</p>	<p>Council Members Estates Manager Planning Development and Regeneration Manager Commercial Manager Senior Accountant</p> <p>Planning Development and Regeneration Manager Economic Development Team Commercial Manager</p>	<p>2018 and beyond</p> <p>2018 and beyond</p>

Action	Intended Outcome(s)	Indicators / Targets / Measures	Involvement / Lead	Timescales
Housing - development	Establishment of a Housing Company	Draft of constitution and governance	Housing Department Commercial Manager Legal Department	2018 /2019
	Establishment of a Social Lettings Agency	Development of business cases and action plans when appropriate	Housing Department Private Sector Liaison Officer Commercial Manager Legal Department	
	Potential implementation of new leaseholder services	Analysis of need and ability to provide new services, if required.	Housing Department	2018 and beyond
Training for staff tailored to meet individual and team needs	Staff within Broxtowe Borough Council have a greater awareness of commercialisation	Record of training needs and solutions implemented	Commercial Manager	2017 and beyond – ongoing
Sub Committee for Invest to Save established	Entrepreneurial projects approved and initiated	Speed of decision making increased and number of projects approved	Chief Executive, Commercial Manager, relevant officers and councillors	2017 and beyond
Focused marketing	Additional income generated via strategically placed marketing	Increase in income which can be directly traced back to focused marketing	Communications Manager, Commercial Manager and relevant departments	2017 and beyond.

Joint report of the Chief Executive and the Deputy Chief Executive

REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE1. Purpose of report

To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.

2. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety were approved by Committees in January 2017.

3. Performance management

As part of the Council's performance management framework and to meet the commitment to closely align financial and performance management, the Business Plans for the priority areas are considered alongside detailed revenue budget estimates, the capital programme and other financial information.

The relevant Committees will receive regular reports during the year which review progress against their respective Business Plans, including a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide this Committee with an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators (CSI), identified as a means by which outcomes relating to corporate priorities and objectives can be measured. This summary is detailed in appendix 1.

4. Financial performance

A summary of the financial position as at 30 July 2017 with regard to the employee budgets, major income headings and progress against achieving the savings target set as part of the budget is included in appendix 2. A summary of the capital expenditure position to 31 July 2017 is also included.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Corporate Plan priorities and with regard to the financial position for 2017/18.

Background papers

Nil

APPENDIX 1

PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan 2016 - 2020 was approved by Cabinet on 9 February 2016. It sets out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over this period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2. Business Plans

A series of Business Plans linked to the five corporate priority areas were approved by the Committees at meetings held in January and February 2017.

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.

3. Performance management

As part of the Council's performance management framework, the Policy and Performance Committee receives a high level report of progress against Corporate Plan priorities on a quarterly basis. The report provides a summary of the progress made to date towards achieving the corporate priorities and objectives. It also provides the latest data relating to Critical Success Indicators (CSI), which have been identified as a means by which outcomes relating to corporate priorities and objectives can be measured.

Further operational performance data, such as Key Performance Indicators (KPI) and Management Performance Indicators (MPI) are monitored by the respective Committee and/or General Management Team/Senior Management Team as appropriate. Similarly, the Business Plans for the support service areas (Bereavement Services, ICT and Business Transformation, Resources and Revenues, Benefits and Customer Services) are not being considered here at this stage.

Each of the five priorities is considered separately below:

1. HOUSING

The Council's priority for Housing is "**A good quality affordable home for all residents of Broxtowe**". Its objectives are to:

- *Increase the rate of house building on brownfield sites (Ho1)*

In 2016/17 there were 297 houses built in Broxtowe, an increase of 55% on the previous year. This was the result of proactive work to bring sites forward for development and land being allocated for housing development.

The Planning Committee gave planning permission for 86 dwellings in the first quarter, including 40 dwellings are at St John's College, Bramcote and 17 dwellings at Walker Street Eastwood.

Outline permission has been granted for land for 221 dwellings on land in Chilwell. This scheme is an exemplar scheme, with a high level of community engagement to secure a very high quality architectural finish and layout.

- *Become an excellent housing provider (Ho2)*

Modernisation works were carried out at Richmond Court in Chilwell. Improvements were made to the communal lounge, access to the external gardens and a new entry system was installed at the main entrance. The works are part of an ongoing project to modernise and improve the schemes for both current and prospective tenants. The communal entrance at Lombardy Lodge was completed in 2016 and has received positive feedback from residents.

A new communal lounge was opened at Gutersloh Court, Stapleford in June 2017. The lounge was redecorated and new more comfortable range of furniture, as part of an ongoing project to modernise and improve these schemes.

A STAR survey has been sent out with to all Council tenants and leaseholders with the latest edition of the Tenants and Leaseholder Matters. STAR is a short survey that lets us know how satisfied or dissatisfied tenants and leaseholders are with certain aspects of Housing services, such as the overall quality of their home or the way in which we deal with repairs and maintenance. The survey also asks how tenants and leaseholders would like to be involved in developing Housing Services.

- *Improve the quality and availability of the private sector housing stock to meet local housing need (Ho3)*

Thirteen private sector tenancies were secured during quarter 1 for people in housing need. This has been achieved through the proactive work of our Social Lettings Officer.

Critical Success Indicators for Housing

Indicator Description	Covalent Code	Achieved 2016/17	Target 2017/18	Q1 2017/18	Comments (incl. benchmarking)
Supply of ready to develop housing sites	NI159	72%	100%	-	Decision taken at Jobs & Economy Committee Meeting 26 January 2017 to fully address the 5yr Housing supply shortfall in the Part 2 Local Plan. Data reported annually.
Net additional homes provided	NI154	297	360	-	The 2016/17 target of 360 was not achieved however the number of homes provided increased by 55%. This increase is expected to continue as developments are completed in 2017/18. Data reported annually.
Private sector vacant dwellings that are returned into occupation or demolished	HSLocal_11	38	25	17	There has been a proactive focus on empty homes in this period.
Overall satisfaction	HSTOP_01	93%	87%	88%	494 surveys were completed in Quarter 1.

2. BUSINESS GROWTH

The Council's priority for Business Growth is '**New and growing businesses providing more jobs for people in Broxtowe and improved town centres**'. Its objectives are to:

- *Increase the number of new businesses starting in Broxtowe (BG1)*

Over 100 job seekers in and around Kimberley met with local businesses and apprenticeship providers at a special jobs fair organised by the Council in April. The local job centre and Kimberley Town Council also supported the event. Businesses participating included Caunton Engineering, New College Nottingham, Home Instead Senior Care, Avon Cosmetics, SOLOS consultants Ltd, Skills Holidays, WEAS, Forever Living, Royal Air Force Nottingham and Direct Health UK Ltd. The event was warmly received by participants who welcomed the opportunity to contact many different people in a short space of time.

- *Help our town centres to compete and attract new visitors (BG2)*

The Communities Team organised a programme of town centre information days to enable residents to learn more about services in their locality. Workers and partners were available to help signpost members of the public to local services for help and advice. There was a wide selection of free information leaflets and crime reduction giveaways.

On 22 June 2017 the Best of Broxtowe Awards were held to celebrate the great businesses throughout the borough and those in the Town Centres.

- Complete the regeneration of Beeston Town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG03)

A report from Consultants to the Policy and Performance Committee on 4 July 2017 presented the procurement options for the future of Beeston Town centre. Six options were provided and the two options that are thought to present the best financial way forward for the Council are to be looked at in more detail from the point of view of viability and risk.

In June 2017 the Council worked in partnership with D2N2 Growth Hub to host an event for 30 local businesses. Advice was given on finance including details of grant schemes available in the East Midlands to support businesses. A workshop on ‘Maximising Your Brand’ was held, to help businesses improve their profile and increase revenue and sales.

Critical Success Indicators for Business Growth

Indicator Description	Covalent Code	Achieved 2016/17	Target 2017/18	Q1 2017/18	Comments (incl. benchmarking)
Town Centre occupancy rates:					Targets based on average for the year.
• Beeston	TCLocal_01a	94%	92%	92%	Decreased from 94% in Q4 2016/17.
• Kimberley	TCLocal_01b	89%	92%	92%	Increase from 89% in Q4 2016/17.
• Eastwood	TCLocal_01c	90%	92%	90%	Static from 90% in 2016/17.
• Stapleford	TCLocal_01d	87%	92%	86%	Decreased from 87% in 2016/17.
New accounts on web based Business Support Network	ERLocal_01	41	-	5	After reviewing the 2016/17 outturn this indicator will be reported as the number of ‘Chats’ on the Business Support Network from April 2017.
Employment Land take up	ERLocal_02	11,391 sq m	-	-	Baseline year was 2016/17. Data is collected annually. Employment Sites = 352 sq m Retail Sites = 11,309 sq m
New retail/commercial floor space within town centres	TCLocal_05	0	-	-	
Indicator Description	Covalent Code	Achieved 2016/17	Target 2017/18	Q1 2017/18	Comments (incl. benchmarking)
Commencement of works for phase 2 of Beeston Town Centre redevelopment	BG1620_09	-	-	-	Advisor is providing financial options appraisal for consideration by members. Next stage is to tender members’ preferred options.

3. ENVIRONMENT

The Council's priority for Environment is **'The environment in Broxtowe will be protected and enhanced for future generations'**. Its objectives are to:

- Reduce litter and fly tipping to make Broxtowe cleaner (En1)

Neighbourhood clean-up events and 'Community Cleans' have been taking place to encourage tenants to clear their properties and take pride in the local area by getting rid of waste and unwanted items. Some events have been supported by United Living, Housing Repairs and the Waste and Recycling team. The ongoing project is aimed at local communities throughout the Borough to join in with the Council to help tackle litter, rubbish and graffiti in their streets, estates, residential areas and pathways.

- Maintain and improve the green infrastructure of the Broxtowe (En2)

In 2016/17 two sites failed to achieve the Broxtowe Parks Standard. These were Central Avenue Recreation Ground, Stapleford and Redbridge Drive Open Space, Nuthall. At Redbridge Drive the quality of the play area was the main issue for its failure and funding options are currently being evaluated to resolve this issue. At Central Avenue the major concern is anti-social behaviour and this issue has been addressed by increasing the frequency of maintenance visits.

Construction of 91 houses at Smithurst Road is underway. Funding has been obtained that has been used to provide additional play equipment for the local play area. This play area was identified as a priority site in the list of schemes submitted as part of the Play Area report to the Leisure, Parks and Cemeteries Committee on 6 September 2016. The improvement works are now complete.

There is currently an online survey being undertaken asking residents to feedback their views on the Borough's parks and open spaces.

Funding Bids have been submitted to improve the play areas at Broadgate Park, Beeston; Leyton Crescent, Beeston and Judson Avenue, Stapleford.

- Increase recycling, composting, renewable and energy efficiency projects as resources allow and reduce residual waste (En3)

Frontline Housing Officers have attended a Fuel Poverty Training session provided for free by Marches Energy Agency. This has enabled Officers to assist tenants by helping them to understand how to best manage their energy usage.

As part of the commitment to providing good quality homes, works have been carried out to Council properties to make them more thermally efficient to help reduce fuel bills for our tenants. These properties have also benefitted from

external insulation, refurbished soffits, fasciae and external asbestos was removed.

The refuse reschedule has led to a policy change with regards to arrangements for missed bin collections. It has been agreed that collection crews will only return for genuinely missed bins they will no longer return and collect recycling bins that are contaminated or for bins not presented in time for collection. These measures will facilitate an improvement in residents re-cyclate recovered.

Critical Success Indicators for Environment

Indicator Description	Covalent Code	Achieved 2016/17	Target 2017/18	Q1 2017/18	Comments (incl. benchmarking)
Cleanliness of the streets and open spaces within the Borough (levels of litter)	NI195a	4%	3%	-	The first of the three annual surveys has been completed. The results are being collated and will be reported in Quarter 2's report 2017/18.
Number of fly tipping incidents removed	SSData_01	399	420	72	In quarter 1 72 fly tips were removed.
No. of Nature Reserves	PSData_07	15	15	15	
Parks achieving Broxtowe Parks Standard %	PSData_09	96%	95%	-	Surveys are currently being undertaken- Reports will be available in Q2 2017/18.
Household waste recycled and composted	NI192	41.04%	40.17%	44.38%	This is an estimate as not all data was available.
Energy Consumption across all operational sites – Total kWh gas and electric ('000)	CPLocal_03	-	8,448		This data is compiled annually. The data will not available until the final bills for 2016/17 are available and have been inputted into the energy database.

4. HEALTH

The Council's priority and objective for Health is '**People in Broxtowe enjoy longer, active and healthy lives**'. Its objectives are to:

- *Increase the number of people who have active lifestyles (He1)*

Twenty officers and partners attended a mental health first aid session on 22 March 2017. Mental Health is increasingly becoming an issue for the client groups we work with and this was an introductory mental health awareness session for front line workers. The course was provided by The Kaleidoscope Group who have been commissioned by NCC to provide training, awareness and a well-being programme for vulnerable adults and front line workers. The participants of the training learnt how to recognise the signs and symptoms of

common mental health issues, provide help on a first aid basis and signpost to support services.

A young people's mental health workshop was held and attended by 30 partners. Presentations were given by young people from Broxtowe Youth Voice (formerly Broxtowe Youth Council). The Youth Mayor of Broxtowe spoke about the issues affecting young people at home and in school life such as low self-esteem, bullying and self-harm. Presentations were given by workers from the Children and Adolescent Mental Health Service (CAMHS) and from a representative from Public Health about a new commissioned service commencing in schools in April on improving academic resilience in those children who for one reason or another struggle to achieve in school. For further information about either of these projects please contact the Communities Team.

- *Work with partners to improve the health of the local population (He2)*

As part of Older People's Day later this year, Housing will once again be celebrating independent living and showcasing services provided through Retirement Living. A week of events will be taking place across the Borough from 25 to 29 September 2017, with a central showcase event taking place in the Town Hall to finish off the week. The events will give residents who are thinking about moving into Retirement Living accommodation, or those wanting to find out more, information about what the service offers, along with entertainment and refreshments throughout the day.

A new voluntary Hygiene Accreditation Scheme has been approved for tattoo establishments. These establishments will be inspected for a fee and a hygiene certificate will be awarded.

The Communities Team ran a Healthy Choices event at Hall Park Academy, Eastwood on 28 June 2017. Healthy Choices is a market place type event consisting of information stands led by partners who provide services for young people such as healthy eating, young carers, smoking cessation, drugs, alcohol and sexual health. The event engaged with over 100 year nine students and gave them information, hints and tips of how to stay healthy and keep themselves and their belongings safe. Eastwood is a Partnership Plus area and as such is the only area in Broxtowe that receives Police and Crime Commissioner funding based on crime data. This work is contained within the action plan for the Eastwood South Focus Group which is a multi-agency group that meets approximately every six weeks to reduce crime and increase community safety within Eastwood South and the surrounding area.

- *Reduce alcohol related harm in Broxtowe (He3)*

Critical Success Indicators for Health

Indicator Description	Covalent Code	Achieved 2016/17	Target 2017/18	Q1 2017/18	Comments (incl. benchmarking)
Total Attendances for Leisure and Culture *	LLDATA _E03 _H01 _B01 _K01 _C01 _S01	1,712k	1,686k	410K	4,500 people attended the 2017 Hemlock Happening. The inclement weather contributed to the reduced attendance.
Total Broxtowe Leisure Cardholders	LSDATA _B02 LSDATA _K02 LSDATA _C02	52,500	54,000	-	Data reported annually

5. COMMUNITY SAFETY

The Council's priority for Community Safety is that '**Broxtowe will be a place where people feel safe and secure in their communities**'. Its objectives are to:

- *Reduce the amount of anti-social behaviour in Broxtowe (CS1)*

Since May 2012 residents have had the opportunity to attend weekly Community Safety drop-in sessions in Eastwood. The drop-ins are held at Eastwood Library and enable residents to access advice and information from a member of the Council's Communities Team, discuss community safety issues and obtain free crime prevention items, e.g. 24 hour timers, night-lights and vehicle crime packs. In addition to the weekly sessions, monthly themed drop-ins enable residents to speak to representatives from our partner agencies including amongst others, Citizens Advice Broxtowe, Eastwood Sure Start, Broxtowe Women's Project and Victim Care. During 2016-17 over 130 local residents accessed information and advice. The current drop-in schedule can be found on the Council's website.

On 20 April 2017 the Community Safety Committee agreed to introduce Public Spaces Protection Orders in Eastwood and to control alcohol consumption in public places in Stapleford. The decision was reached having heard the results of a public consultation exercise. This will help control problems relating to Anti-social behaviour.

- *Reduce domestic violence in Broxtowe (CS2)*

Eastwood South has again been identified as one of 15 Countywide Partnership Plus areas and as such will receive funding from the Office of the Police and Crime Commissioner (OPCC) and Nottinghamshire County Council (NCC) with the aim of reducing crime in the area. The Eastwood South Focus Group (ESFG), after consultation with a wide range of stakeholders, have developed the Eastwood South 2017/18 action plan.

Critical Success Indicators for Community Safety

Indicator Description	Covalent Code	Achieved 2016/17	Target 2017/18	Q1 2017/18	Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe (Nottinghamshire Police Strategic Analytical Unit)	ComS_011	2,237	1,832 (-5%)	654	
Reduction in ASB cases reported in the borough to Environmental Health, Communities and Housing	ComS_012 ComS_014 ComS_013	569 56 82	486 53 78	184 8 54	Environmental Health = 184 increase in Q1 is potentially due to seasonal variation. Communities = 8 Housing = 54 There have been changes to processing and recording ASB reported to Housing. The number of cases recorded has increased.
% of repeat high risk domestic abuse cases referred to the Multi-Agency Risk Assessment Conference [% of the total number of re-referrals]	ComS_024	-	19%	-	Data not yet available.
Indicator Description	Covalent Code	Achieved 2016/17	Target 2017/18	Q1 2017/18	Comments (incl. benchmarking)
Reduce Hospital stays for alcohol related harm (per 1,000 population)	ComS_086	-	666	-	Data is not yet available for 2016/17 or 2017/18.
Alcohol related referrals to Change-Grow-Live with positive outcomes from Broxtowe	ComS_085	-	-	92%	New indicator 2017/18. Of the 26 referrals received 24 had a positive outcome in quarter 1 2017/18.

APPENDIX 2

FINANCIAL PERFORMANCE

Employee Position

The summary position as at 31 July 2017 as regards to the employee budgets is as shown below:

Directorate	Budget to 31/07/2017 £	Actual to 31/07/2017 £	Variance £
Chief Executive's	687,283	665,857	(21,426)
Deputy Chief Executive's	1,923,400	1,943,016	19,616
Director of Legal and Planning Services	546,867	557,502	10,635
Director of Housing, Leisure and Property Services	1,539,200	1,463,482	(75,718)
Total	4,696,750	4,629,857	(66,893)

Any overtime in respect of July (paid in August) is not included.

The budget figures shown above exclude the 3% vacancy rate and the additional employee savings target set when the 2017/18 budget was approved. These total £539,800 for 2017/18. The table above shows that the Council is currently not meeting the vacancy rate and employee savings target.

The employee budgets will continue to be closely monitored during the remainder of 2017/18.

Non Employee Expenditure Budget Variations

The most significant variations on non employee budgets to 31 July 2017 are as follows:

Budget Heading	Approved Budget 2017/18 £	Expenditure to 31/07/2017 £	Comments
General Fund			
Homelessness – Bed and Breakfast Invoices	33,500	1,310	Expenditure in 2015/16 and 2016/17 were £5,250 and £4,850 respectively.
Planning & Development – Advertising	13,000	10,232	There is a legal requirement for the Council to publicise planning applications. Projected expenditure for 2017/18 is £28,500.
Legal Services – Counsel Fees	29,200	12,885	Excludes invoices expected from Richard Powell (£15,600) and Browne Jacobson (£29,200) paid in August and September. Further investigatory work required at an estimated cost of £35,000.
Council Offices/Town Hall – Electricity	51,650	7,650	Increasing costs mean that it is currently projected that expenditure in 2017/18 will total £64,200.
Grounds Maintenance - Subcontractors	164,500	94,426	Seasonal pressures and additional ad-hoc orders for both internal and external works are resulting in a current projected expenditure of £190,000 for 2017/18.

Budget Heading	Approved Budget 2017/18 £	Expenditure to 31/07/2017 £	Comments
Housing Revenue Account			
Sheltered Housing – Maintenance – Sheltered Scheme Safety	231,000	40,454	Expenditure of £340,050 incurred in 2016/17.
Sheltered Housing – Maintenance – Smoke Detection Equipment	25,000	16	Expenditure of £21,250 incurred in 2016/17.
Sheltered Housing – Maintenance – Monitoring Contract	58,000	(2,776)	Invoices for 2017/18 are currently awaited.

Income Budgets

The position to 31 July 2017 in respect of the most significant variable income budgets is as follows:

Income	Annual Budget 2017/18 £	Income to 31/07/2017 £	Latest Projection 2017/18 £	Projected Variance to Budget £
Garden Waste Income	(591,000)	(612,817)	(620,000)	(29,000)
Sale of Glass	(25,000)	(2,234)	(29,000)	(4,000)
Sale of Wheeled Bins	(10,000)	(10,853)	(15,000)	(5,000)
Recycling Credits – Glass	(90,000)	(9,421)	(90,000)	0
Trade Refuse Income	(524,000)	(380,002)	(530,000)	(6,000)
Special Collections Income	(57,000)	(20,796)	(60,000)	(3,000)
Cemeteries – Fees and Charges	(182,550)	(48,813)	(182,550)	0
Parking P&D Income	(145,000)	(61,353)	(145,000)	0
Planning Fees	(440,000)	(162,992)	(440,000)	0
Industrial Unit Rents	(166,850)	(138,105)	(166,850)	0
Craft Centre Complex Rents	(32,900)	(17,434)	(32,900)	0
Misc Legal Charges Recovered	(35,000)	(2,500)	(7,500)	27,500
General Properties Rents	(92,850)	(10,891)	(100,000)	(7,150)
Licence Income	(144,000)	(43,825)	(144,000)	
Land Charges Income	(120,000)	(32,879)	(126,000)	(6,000)
Interest on Investments	(114,400)	(82,334)	(171,500)	(20,600)
Beeston Square Rent	(650,000)	(282,182)	(650,000)	0
Council Offices Rent	(55,000)	0	0	55,000
Total				

Notes

- i) Income from garden waste, sale of glass, sales wheeled bins, trade refuse and special collections in 2017/18 is expected to exceed the original expectation when the budget for the year was set.
- ii) Income from planning fees is expected to meet the budget as a result of an increased in major applications compared to last year. It is expected major applications will start to be submitted now that the site allocations have been determined from Part 2 of the Local Plan, which will be published in September.
- iii) Income relating to the recovery of legal charges across the Council is expected to be significantly short of the 2017/18 budget. Income received in 2016/17 was £28,450.
- iv) Expected income on investments in 2017/18 is supported by the rate of return on a small number of longer-term investments, and by the gain

made on early payment of funds due to the Local Government Pension Scheme.

- v) The 2017/18 Council Offices rent budget of £55,000 was set in anticipation of the Department for Work and Pensions (DWP) moving into the building. Notification has been received that the move will not happen and this income budget will not be achieved.

Capital Programme

Capital programme expenditure as at 31 July 2017 is summarised as follows:

	Approved Budget 2017/18 £	Actual Spend to 31/07/2017 £	Proportion of Budget Spent %
General Fund	2,638,150	301,987	11.0
Housing Revenue Account	5,803,000	1,765,165	30.0
TOTAL	8,441,150	2,067,152	24.0

The table includes all capital schemes brought forward from 2016/17, as previously approved, in addition to any other budget changes made up to 31 July 2017. No account has been taken of any invoices received but not yet paid or work that has taken place but where no invoices have, as yet, been received.

The General Fund capital programme includes schemes totalling £718,400 for which the approval to proceed will be granted once a source of funding has been identified. If these schemes were to be excluded from the table above then the proportion of the General Fund capital programme spent to 31 July 2017 would be 15.7% and the total proportion of budget spent would increase to 26.7%.

The most significant schemes with regards to spending to 31 July 2017 are:

Scheme	Approved Budget 2017/18 £	Actual Spend to 31/07/2017 £	Comments
<u>General Fund</u> Bramcote Leisure Centre Health Suite Refurbishment	197,850	110,496	Scheme expected to be completed in September 2017
Beeston Square Phase2 Legal, Land and Procurement Advice	236,150	22,776	Future of the scheme to be decided

Scheme	Approved Budget 2017/18 £	Actual Spend to 31/07/2017 £	Comments
<u>Housing Revenue Account</u> Central Heating Replacement	1,361,950	553,912	Work progressing as planned
Modernisation Programme	1,984,850	898,963	Work progressing as planned

Report of the Deputy Chief Executive

BUSINESS RATES ADDITIONAL DISCRETIONARY RATE RELIEF SCHEME 20171. Purpose of report

To request approval to implement a proposed Business Rates Additional Discretionary Rate Relief Scheme 2017.

2. Background

Finance and Resources Committee on 20 March 2017 was informed of the proposed changes in respect of business rates revaluation with effect from 1 April 2017 and the likely impact upon both businesses in the area and on the Council. As a result of the revaluation, many businesses have seen an increase in their Business Rates charge.

In the Spring 2017 Budget, the government announced a discretionary fund of £300m to be distributed by the Department for Communities and Local Government (DCLG) to local authorities to assist businesses with the transition to the 1 April 2017 valuations. Details of the allocation to Broxtowe are set out in appendix 1.

In order to distribute the discretionary rate relief funding to businesses in the area, the Council needs to approve a suitable scheme. A proposed scheme is set out in appendix 2. This has been designed to assist local small businesses that have seen an increase in business rates as a result of the revaluation. Consideration has been given to other assistance that businesses receive to ensure an even distribution of support wherever possible.

The Council has consulted with both Nottinghamshire County Council and Nottinghamshire Fire Authority on the proposed scheme in their capacity as precepting authorities. The responses received have been supportive.

3. Financial implications

There are no direct financial implications for Broxtowe Borough Council or the other precepting authorities arising from the proposed scheme. The discretionary rate relief to be awarded from 2017/18 to 2020/21 of £282,000 will be funded by central government in full.

Recommendation

The Committee is asked to RESOLVE that 2017 Business Rates Additional Discretionary Rate Relief Scheme be approved.

Background papers

Nil

APPENDIX 1

Business Rates Additional Discretionary Rate Relief Scheme 2017

Broxtowe Borough Council's share of the £300m funding available is £282,000 as set out in the table below:

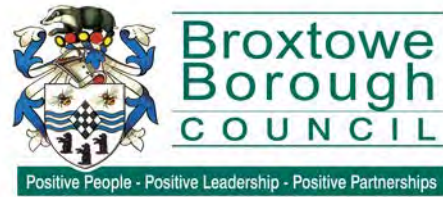
Year of Scheme	DCLG award
2017/18	£164,000
2018/19	£80,000
2019/20	£33,000
2020/21	£5,000
Total	£282,000

Based on the proposed scheme, 456 businesses will potentially qualify for the new Additional Discretionary Rate Relief Scheme. The scheme has been designed to provide transparency for the full four year period. As the calculation is based on the difference in charge between 2016 and 2017, businesses will be aware of the amount of qualifying relief for the full four year period once the scheme is agreed. The percentage award of relief for each year is as follows:

- 2017/18 = 47%
- 2018/19 = 21%
- 2019/20 = 7%
- 2020/21 = 1%

The proposed scheme will provide assistance to businesses within Broxtowe that have a rateable value less than £200,000; have had an increase in their annual charge; is not already receiving relief and is not an excluded property.

APPENDIX 2



Policy Guidelines

**2017 Business Rates Additional
Discretionary Rate Relief
Scheme**

Date: August 2017

**Prepared by: Phil Sudlow - Head of
Revenues and Benefits
Managed Service**

Contents

1. Introduction
2. 2017 Additional Discretionary Relief Scheme
3. Reconsiderations

1.0 Introduction

- 1.1 The Council collects Business Rates in accordance with the Local Government Finance Act 1988. Income collected is presently shared between central government, Nottinghamshire Fire Authority and the Council. There is usually a revaluation of the rateable value of all non-domestic properties every five years. However, the revaluation due in 2015 was delayed for two years. A revaluation has therefore just come into effect from 1 April 2017.
- 1.2 The revaluation has seen some considerable increases in bills for some ratepayers and the government has, as usual after each revaluation, introduced a transitional relief scheme whereby both increases and reduction in bills are phased in over five years. However, even though the transitional relief scheme has provided some help, many businesses will still face considerable increases in their bills year on year. The government announced in the March 2017 statement that it would make £300m funding available to councils over the next four years to enable them to introduce their own discretionary discount scheme in order to provide further help to those businesses facing increases in their bills as a result of the revaluation. The amount available to businesses within Broxtowe is £282,000 over the four years
- 1.3 Councils have the power to grant discretionary rate relief to organisations that meet certain criteria. This power derives from the Local Government Finance Act (LGFA) 1988 – mainly section 47. Awarding relief on this basis is discretionary. The Council has evaluated the impact of the 2017 revaluation on each business and has created a scheme that assists automatically without an application process.
- 1.4 The key aims of these policy guidelines are:
 - to ensure a professional, consistent and timely approach to the award of discretionary rate relief
 - to provide a framework that gives clarity to the decision making criteria
 - to treat individuals consistently and fairly regardless of age, religion, sex, gender, disability and sexual orientation
 - to ensure that an individual's rights under the Data Protection Act and Human Rights Act are upheld.
- 1.5 The government will fully fund the cost of reliefs awarded up to the funding allocation for each year. Additional administrative costs incurred as a result of introducing and running the scheme will be met through new burdens funding.

1.6 Links to the Council's Corporate Priorities

This policy has been created considering the Council's priorities and values

“Business Growth”

“Integrity and professional competence”

“Strong caring focus on the needs of communities.”

2.0 **2017 Additional Discretionary Relief Scheme**

2.1 The Council's scheme will focus on assisting smaller businesses which have seen an increase in the charge for Business Rates as a result of the 2017 revaluation.

2.2 The Council's scheme will be a four year scheme, starting on 1 April 2017 and finishing on 31 March 2021 and be linked to the financial assistance provided by central government. As a result, the amount of award will reduce on an annual basis based on the percentage figures detailed in 2.8.

2.3 As the scheme is designed to assist businesses that have had an increase in their Business Rates payable, only businesses that had a charge in the 2016 financial year will qualify for any relief. The scheme will remain in place for four years and a business will qualify for this relief where a charge remains during the subsequent four financial years at the property. Therefore, any new business from 1 April 2017, or where a business changes address, will not qualify for the Additional Discretionary Scheme funding.

2.4 Each year the Council will calculate the rate of discretionary relief based on the amount of increase in Business Rates between 2016 and 2017 to ensure consistency throughout the four year period. This will provide clarity at the beginning of the scheme for all qualifying businesses. An example of the calculation can be found in 2.10

2.5 The scheme will exclude businesses in certain categories. These exclusion are:

- Businesses receiving Small Business Rates Relief
- Businesses subject to regulatory investigation.
- Businesses with a 2017 Rateable Value in excess of 200,000
- Businesses that have seen no increase in their rateable value as a result of the April 2017 revaluation
- Businesses that have seen no increase in the amount of Business Rates payable from 2016 to 2017.
- Empty Properties
- Businesses receiving Mandatory or Old Discretionary Relief
- National Businesses

- Financial Services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawnbrokers)
- Other Services (e.g. estate agents, letting agents, employment agencies)
- Medical Services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional Services (e.g. solicitors, accountants, insurance agents/financial advisors, tutors)
- Post Office and Sorting Offices
- Pubs entitled to New Business rate Relief for Pubs
- Properties owned by any precepting authority (e.g. County Council, Broxtowe Borough Council, Fire Service and the Police Authority)
- Properties owned or run by the State

2.6 Central government has announced funding for each of the four year period. The Council's scheme will be linked to this and not require any additional funding from council resources. The yearly funding is detailed below

Year of Scheme	Maximum DCLG award
2017/18	£164,000
2018/19	£80,000
2019/20	£33,000
2020/21	£5,000
Total	£282,000

2.7 The award of any Discretionary Relief will be included after all other relevant reliefs are awarded, including the governments transitional relief.

2.8 The scheme will award each qualifying business with a percentage reduction based on the charge increase between 2016 and 2017. This means that each qualifying business will receive relief relative to the size of their increase. The percentages are as follows:

- Year 1 = 47%
- Year 2 = 21%
- Year 3 = 7%
- Year 4 = 1% (minimum award of £1.00)

2.9 Any qualifying business moving during the year will receive the Discretionary Relief on a pro-rated basis until the date they vacate.

2.10 Below is an example of the calculation for each year based on the scheme.

2016 RV	2017 RV	2016 Charge	2017 Charge	2016 to 2017 difference in charge	Year 1 relief award at 47%	Year 2 relief award at 21%	Year 3 relief award at 7%	Year 4 relief award at 1%	Total award
18750	20750	9,075.00	9,669.50	594.50	279.42	124.85	41.62	5.95	451.82

- 2.11 State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. Therefore, this scheme will be State Aid compliant where it is provided in accordance with the de minimis Regulations (as set out in Statutory Instrument 1407/2013).
- 2.12 The de minimis Regulations allow an undertaking (in this case, a business) to receive up to €200,000 of de minimis aid in a three year period (consisting of the current financial year and the two previous financial years). The Council will need to ensure the terms of this State Aid exemption when considering the award of the 2017 discretionary rate relief scheme, in particular the types of undertaking that are excluded from receiving de minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)) and the requirement to convert the aid into Euros.
- 2.13 To administer de minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of de minimis aid. It should be added that the threshold only relates to aid provided under the de minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the de minimis calculation).

3.0 Reconsiderations

- 3.1 Where a business feels that it has been incorrectly excluded by the Council from an award, or that the rate of relief is not in line with the scheme there is a right to ask for reconsideration.
- 3.2 Where to send reconsiderations

Emails: billing@broxtowe.gov.uk
Letters: Deputy Chief Executive
Broxtowe Borough Council
Council Offices
Beeston
Nottingham
NG9 1AB

Report of the Deputy Chief Executive

TRANSCASH PAYMENT SERVICE WITHDRAWAL1. Purpose of report

To inform the Committee of the forthcoming withdrawal of the Transcash payment service and seek approval of an appropriate response.

2. Background

The Council currently allow customers to pay a range of debts via participating Post Office branches using the Transcash service provided by Santander and the Post Office. Further details of the operation of this service as set out in appendix 1 along with details of both the number and value of payments made using this service over the last three years.

The Council has been informed that, with effect from 14 December 2017, no further payments will be accepted in the Post Office network from customers using a Transcash slip.

An alternative Electronic Bill Payment (EBP) service is already available and this could be utilised for council tax payments. Further details along with two specific options are set out in appendix 2 along with details of both initial and on-going costs for the implementation of both options.

A third option has been identified that would involve the Council making direct contact with those customers presently using the Transcash facility and supporting them to use alternative methods of payment, such as direct debit. This may require the customers to set up bank accounts in some cases but may offer them greater flexibility in their financial management arrangements. This would require Council staff to identify these customers, make contact with them and then agree upon appropriate courses of action with them.

3. Financial implications

The financial implications of implementing options 1 and 2 are set out in appendix 2. The cost of option 3 would be primarily staffing related and met from existing employee budgets.

Recommendation

The Committee is asked to RESOLVE that the Council respond to the withdrawal of the Transcash payment service by contacting customers using the service and supporting them to use alternative methods of payment (option 3).

Background papers

Nil

APPENDIX 1

The Transcash payment service process operates as follows:

- The customer visits a Post office branch and completes a Transcash slip with the Council's Transcash account number and a suitable reference (e.g. council tax account number).
- The customer pays £3.05 to the Post Office.
- Up to eight days later funds are transferred in bulk by the Post Office via a Santander bank account into the Council's main Barclays bank account.
- An accompanying statement provides details of the individual transactions, which are then manually allocated into the Council's cash receipting system. It is worth noting that the Council cannot control what references are included by customers and payments cannot be allocated if insufficient or inconclusive details are offered.

The number and value of Transcash payments made to the Council fell steadily from 663 in 2005/06 to 74 during the 2015/16. However, the number of payments rose to 815 in 2016/17. It is assumed that this may have been a consequence of the closure of the Council's cash offices.

Further analysis of the payments made to the Council using the Transcash payment service is shown in the table below:

Year	Number	Total (£)	Council Tax (£)	Council tax by value (%)
2016/17	815	133,870.23	130,386.21	97%
2015/16	74	19,966.63	17,927.45	90%
2014/15	104	14,540.03	12,645.32	87%

APPENDIX 2

Electronic Bill Payment (EBP)

The system operates similarly to Transcash, except that the customer can only use the service by presenting a valid barcode, provided by the Council, when making a payment. The barcode includes Broxtowe's details and the customer's reference, though the transactions must still be allocated manually into the Council's systems.

Barcodes can be generated manually using free or inexpensive software and the included in a letter or other communication. Alternatively many system providers (such as Civica OpenRevenues) can integrate the barcodes into the printing process, allowing the barcodes to be included automatically on each bill or demand notice.

Payment can be by the customer (£2.60 per transaction) or by the Council (£0.42 per transaction).

Barcodes are not time-limited and so can be used repeatedly over the year or beyond, but are always linked to the same customer account. This carries the risk of barcodes being misused to make payments unrelated to the document carrying the barcode.

Options

Barcodes could potentially be included along with all payment demands issued by the Council, with associated costs of implementation and maintenance into each system. The options below consider options for council tax payments only, since the majority of payments currently received via the Transcash service relate to council tax. Payment volumes and amounts are detailed in appendix 1.

Two options are identified for council tax payments.

Option 1 - EBP via Council Tax Demand Notices

Barcodes can be included on all council tax demand notices. This would have the benefit that an additional payment channel is available to all customers.

The presence of the barcode might result in greater uptake of that method, reversing some of the progress made in recent years on the uptake of direct debits. Due to the manual intervention required to allocate payments, the EBP system carries a higher transactional cost than direct debits. Volumes would need to be closely monitored, and additional staff resources allocated if the administrative burden proved excessive.

Option 2 - EBP via letters

Alternatively barcodes could be retained for use only when requested by the customer. This would allow the flexibility to provide an alternative payment method only for those customers struggling to pay through other means. This request would also provide an opportunity for further advice or support to be offered.

Both options 1 and 2 could take between 5 and 7 weeks to implement, depending on staff and supplier availability. Quality testing of the printed barcodes represents the majority of the time required.

The initial and on-going costs of options 1 and 2 are shown in the table below.

	OPTION 1 EBP via Council Tax Demand Notices (all customers, automatic) £	OPTION 2 EBP via letters (ad-hoc, manual) £
Initial costs		
EBP account creation using pre-registered Santander code range	300	300
Barcode generating software (free solutions exist and may be suitable)	-	500
Civica OpenRevenues – ‘Barcodes for Bills’	4,945	-
Total	5,245	800
Ongoing annual costs		
Civica OpenRevenues – ‘Barcodes for Bills’	730	
Creditor-paid transaction fees (assuming 100 and 1,000 per year respectively)	420	42
Total	1,150	42

The ‘Barcodes for Bills’ system has been implemented by Erewash Borough Council, and some additional costs could be incurred in obtaining some support from colleagues at Erewash during implementation of option 2.

Option 3 – Direct Contact with Customers to Promote Alternative Payment Methods

Assuming those who use Transcash do so for all their payments to the Council, the number of customers is likely to be below 100 and could be as few as 20. Direct contact with those customers could provide an opportunity for them to be supported onto alternative methods of payment.

Report of the Chief Executive

PROTOCOL FOR HANDLING ANONYMOUS COMMUNICATIONS1. Purpose of report

To ask for approval of a new protocol for the handling of anonymous communications.

2. Background

A new protocol has been drafted to outline procedures to be complied with by officers and members in handling anonymous communications. The protocol is set out in the appendix.

The oversight of handling of anonymous communications will be the responsibility of the Governance, Audit and Standards Committee which will receive reports as outlined in the Protocol.

3. Financial implications

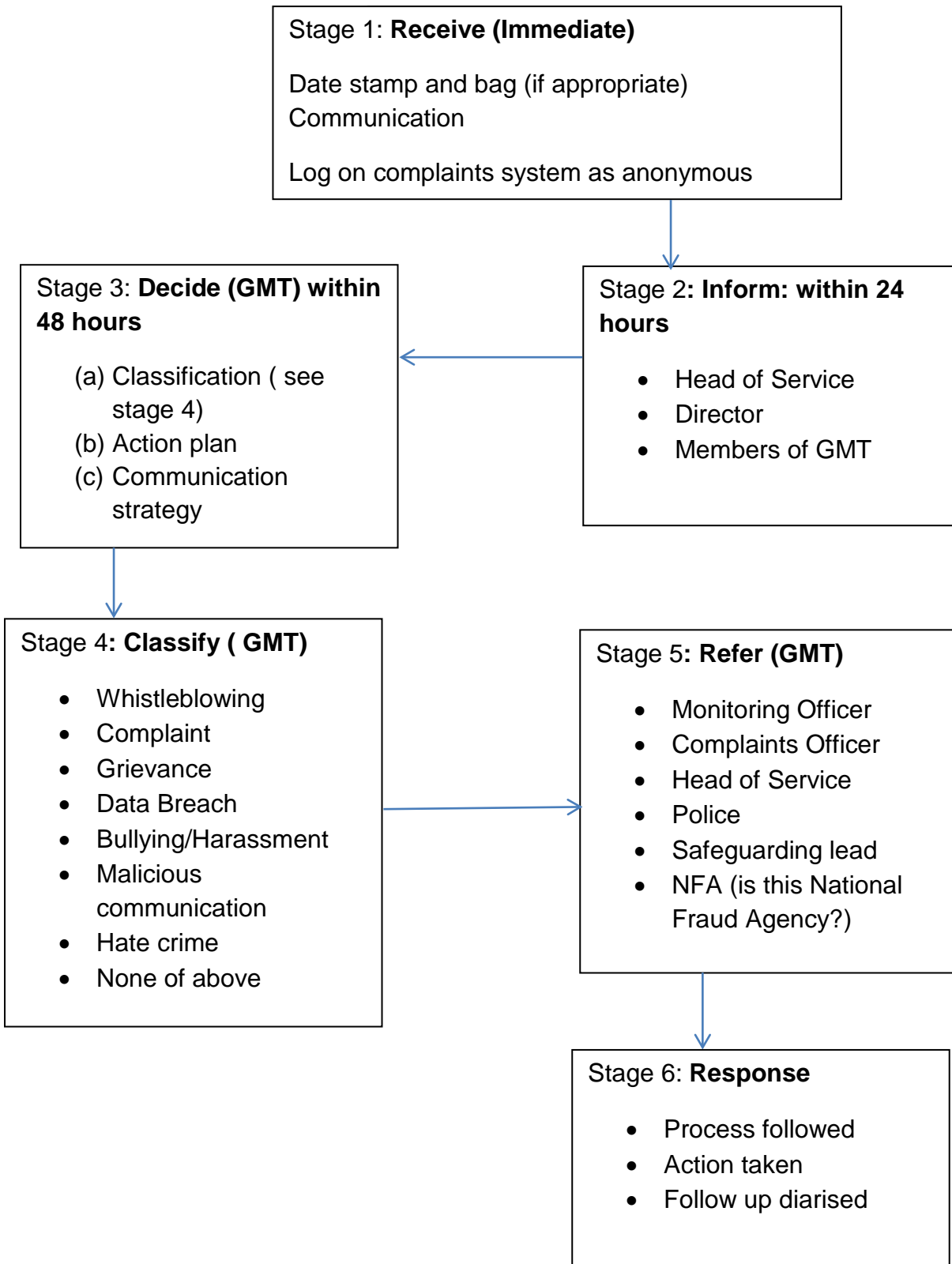
None arising from this report

Recommendation

The Committee is asked RESOLVE that the protocol for the handling of anonymous communications be approved.

Background papers

Nil



1. Handling anonymous complaints

- 1.1. We value all complaints. This means we treat all complaints including anonymous complaints seriously and will take action to consider them further, wherever this is appropriate.
- 1.2. Generally, we will consider anonymous complaints if there is enough information in the complaint to enable us to make further enquiries. If, however, an anonymous complaint does not provide enough information to enable us to take further action, we may decide not to pursue it further. We therefore take action proportionate / appropriate to the apparent risks involved.
- 1.3. Any decision not to pursue an anonymous complaint must be authorised by a senior manager not below the rank of Director and the reasons for not taking action must be recorded and records kept of these decisions by the Council's complaints Section.

2. Process to be followed

- 2.1. This document sets out the process to be followed when an anonymous communication is received. The process is set out in five stages

Stage 1: Receive

When an anonymous communication is received in any Council department it must be recorded as received immediately (date stamped if it is a physical letter and placed into a sealable plastic bag with any covering envelope in which it arrived). The circumstances of its delivery should be recorded (i.e. by whom it was received, at what time).

If a Councillor receives an anonymous communication it should be passed immediately to the Chief Executive, unless the communication refers to the Chief Executive, in which case it should be passed to the Deputy Chief Executive or Monitoring Officer. Any officer who may be considered to have a conflict of interest in relation to the matter should declare that (in priority order depending on who is conflicted to the Chief Executive, the Deputy Chief Executive or the monitoring Officer) in order that this can inform the action plan to be agreed at stage 3 below.

Stage 2: Inform

Within 24 hours of receipt of an anonymous communication the relevant Head of section, the Director and remaining members of the General Management Team (GMT) will be informed.

Stage 3: Decide

Within 48 hours of receipt of the letter such members of GMT who are available and not conflicted shall:

- (a) Consider how the anonymous communications should be classified (see stage 4 for classification options). This decision will determine the process, if any, which is to be followed with regard to the communication. Reasons for the decision shall be recorded and documented.
- (b) Make an action plan in writing which shall set out who is responsible for doing what within what time frame in relation to the letter.
- (c) An overall responsible person should be named for co-ordinating action relating to the communication and following up to ensure actions are completed.
- (d) Decide on a communication strategy with regard to the communication.

Action should be taken expeditiously in relation to the communication. There should be no unreasonable delay in responding.

Communication considerations

In deciding what should be communicated to whom the following issues should be considered

- Whether any person named in the communication should be informed and if so how
- Whether any politician should be informed (e.g. leader or deputy leader or committee chair)
- Appropriate legal advice should be taken to ensure the proposed communication plan is not illegal in breaching data protection, whistleblowing or other legal provision
- HR advice should be sought in relation to staff welfare issues
- If it seems possible the communication will result in press interest, a draft press response should be considered.
- Confidentiality is important as it is likely that the anonymous author does not wish to be identified and may have a legitimate reason for not identifying themselves.
- Since communication of the outcome of any investigation cannot be done to an anonymous person consideration should be given as to how any actions which have been agreed to be taken as a result of receiving the communication should be communicated, internally or externally.

Stage 4: Classify

In considering how the communication should be classified, regard should be paid to the relevant policies.

It may be that a number of policy approaches should be taken in relation to the letter in parallel or in sequence.

Legal and HR advice should be sought where necessary.

The decision in relation to how the communication should be classified – and therefore which procedure shall be followed in handling the matter – shall be kept under review as during any investigation or process, circumstances may come to light which may require an adjustment in the approach taken.

Stage 5: Refer

Depending on the classification decision and action plan which is agreed in relation to the communication, stage 5 involves the formal referral to any person agency or lead individual who may be asked to undertake investigations.

Stage 6

Stage 6 involves the completion of work agreed in the action plan and any subsequent work thought necessary following any investigation which takes place. The named lead person responsible for co-ordinating the response shall ensure that action is completed in a timely fashion and that appropriate procedures are followed. Any action agreed to be taken shall also be followed up to ensure they are implemented.

3. Record keeping

The Complaints Section shall keep a record of all anonymous complaints received and include reference to these in the annual report on complaints which is given to the Governance, Audit and Standards Committee.

Report of the Chief Executive

REQUEST FOR FUNDING FROM NUTHALL PARISH COUNCIL1. Purpose of report

To consider a request from Nuthall Parish Council for a grant of £1,820 to cover the cost of traffic management arrangements in connection with the forthcoming Remembrance Day parade in their area.

2. Background

Nuthall Parish Council has requested a grant from the Council to cover the cost of traffic management arrangements in connection with the forthcoming Remembrance Day parade.

EEM is a not for profit organisation whose objective is to obtain competitive rates for goods and services for public sector organisations. This is achieved via mass procurement, which leads to lower prices. EEM currently has 91 members and the company is owned by its members. It is free to join and there are no individual charges for services of the company. The company's costs are covered by the overall 1% commission that they put on materials and the commission for services. Commission for services is 1.5% for orders for up to £1m, for orders up to £1.5m the commission is 1% and for orders over £2m, the commission is 0.5%. Each year, as procurement volumes increase, the commission is reduced. Once the costs of the company have been covered, any surplus from the commission is redistributed to members to be used for corporate socially responsibly purposes. As a result of participation in the organisation in 2016/17 a cheque has been received from EEM for £1,349 which is a "community donation" reflecting the council's participation in the organisation to date.

Whilst there is a risk of creating a precedent in funding traffic management of Remembrance Day services throughout the Borough (Remembrance Day parades take place in other Towns including Stapleford, Kimberley and Eastwood). Members may wish on this occasion to pass on the benefit of the community donation recently received on to Nuthall Parish Council. Alternatively the funding can be allocated to general fund reserves or the grants budget.

3. Financial implications

The financial implications are set out in the report. A quotation is included at the appendix.

Recommendation

The Committee is asked to CONSIDER making a grant to Nuthall Parish Council to cover the cost of traffic management arrangements for Remembrance Day and decide how to allocate the community donation from EEM and resolve accordingly.

Background papers

Nil

TRAFFIC MANAGEMENT SERVICES LTD

Aurillac Way, Hallcroft Industrial Estate, Retford, Notts, DN22 7PX

Tel: 01777 705053 | Fax: 01777 709878

Email: info@traffic.org.uk | Web: www.traffic.org.uk

Company Reg No: 07503263 | VAT Reg No: 111188155

**Date:** 10th July 2017**Ref:** ME-Q3793**For the Attention of:**

Susan Stack
 Nuthall Parish Council
 Temple Centre
 Nottingham Road
 Nuthall
 Nottingham
 NG16 1DP

Dear Susan,

RE: Remembrance Parade, Nuthall - Nuthall

Further to your request regarding work at the above location. Please find below our costs to undertake the temporary traffic management on the following times and dates:

Job Period: Wed 25th October 2017 to Sun 12th November 2017

Description	Net Amount
Advance Warning Signs (25/10/2017)	£140.00
Roundabout Closure with IPV (12/11/2017)	£840.00
Parade Route Closures and Diversions - Install and Removal (12/11/2017)	£840.00
PROVISIONAL TOTAL (Subject to Change) Excl. VAT	£1,820.00

All the above prices are exclusive of VAT, the above includes Provision, Erection and Removal of all Traffic Management required. This quote excludes all Council Costs.

Additional Chargeable Items:

Lost/Stolen/Damaged Signs £60.00/Sign
 Lost/Stolen/Damaged Cones £15.00/Cone
 Loss/Damage of TMS or 3rd party equipment will be at a replacement cost

Please be advised: This is your quotation only. Should the above meet with your requirements, we will require a valid purchase order number to cover as soon as possible.

Please Note: Our payment terms are 30 Days from Invoice Date (no retention). All new customers will need to complete in full and return a copy of our credit application form and payment in full is required prior to the commencement of any works. Once an account is set up normal payment terms apply.

The traffic management will be set up using Chapter 8 traffic sign regulations and general directions.

Should you require any further information, or have any queries regarding the above, please do not hesitate to contact me at the above address.

Assuring you of our best attention at all times.

Your sincerely,



**NAOMI WISTOW
EVENTS COORDINATOR**

Report of the Chief Executive

BEESTON WEIR: WATER SAFETY1. Purpose of report

To report on actions taken in response to water safety concerns at Beeston Weir, following discussion at Full Council on 19 July 2017.

2. Background

2.1 On 10 July 2017 a young man died in a tragic drowning accident, after having saved some friends who got into trouble after entering the water at Beeston Weir.

2.2 A meeting was held on 28 July 2017 at which a wide range of partners were represented including the Canal and River Trust, who own the land adjacent to the weir, the police, Nottinghamshire Fire and Rescue, Ward Councillors, the Leader of the Council and local MP. Various immediate actions were agreed including the erection of four warning notices, including information about what to do in an emergency, were erected with two on either side of the river. This initiative was funded by the Council from existing resources.

2.3 The Canal and River Trust have purchased two throw stations (life preserving devices) and the signs are currently being made. Discussions are taking place with Nottinghamshire Fire and Rescue about the codes that need to be called in order to open them if a member of the public needs assistance.

2.4 A temporary barrier was erected by the Canal and River Trust to prevent access to the weir during the summer period, and further discussions are taking place with the Environment Agency which owns the weir, about the nature of a more permanent barrier.

2.5 An inquest is to be held in January. The Coroner has asked for a report on the matter, which is being drafted. A water safety assessment of all watercourses in Broxtowe has been undertaken and a further report will be brought before Councillors in due course.

2.6 A meeting took place on 15 September 2017 to discuss a water safety education initiative in Owen's name and how his actions can be best remembered in the future, and further progress on this initiative is being made. In addition a bench is to be purchased and a tree planted in Owen's memory.

3. Financial implications

The cost of signs amounted to £1,250. A provision for £10,000 for purchase of a bench has been made in capital plan proposals to Finance and Resources Committee.

Recommendation

The Committee is asked NOTE the action taken.

Background papers: Nil

Report of the Deputy Chief Executive

FUTURE OF THE TOWN HALL, BEESTON1. Purpose of the report

To seek permission to consult with all relevant stakeholders, including the public, on the future of the Town Hall in Beeston.

2. Background

Members will recall the report and meeting of 4 July 2017 relating to the Council offices in Beeston. Part of that report concerned the potential future of the Town Hall in Beeston.

3. Proposal

It is proposed to consult widely on possible options for the future of the Town Hall. These might include, for example:

- Retention in its current form as a civic building.
- Retention of the external façade and key internal features, but with conversion to residential use.
- Retention of the external façade only and with conversion to residential use.
- Demolition of the building and sale of the site.

4. Financial implications

The cost of the consultation will be contained within existing approved budgets.

Recommendation

That the Committee RESOLVE to consult widely on possible options for the future of the Town Hall in Beeston.

Background papers

Nil

Report of the Chief Executive

HS2 GROWTH STRATEGY1. Purpose of report

To inform the Committee of the HS2 Growth Strategy and seek endorsement of it.

2. Background

The strategy has been developed in consultation with key stakeholder groups on which the Council is represented by the Leader of the council, including the HS2 Strategic board and the HS2 Hub Station Delivery Board.

The Jobs and Economy Committee, in July, considered the HS2 area of strategic growth and set the planning framework which is now contained in the published part 2 local plan (at P 76) <https://www.broxtowe.gov.uk/media/3814/part-2-local-plan-main-document.pdf> .

Pages 18-22 of the HS2 Growth Strategy are consistent with the Council's local planning framework and have been informed by it. Chetwynd Barracks (also in the local plan part 2 as a housing allocation) is also referred to.

The Growth Strategy refers to important connectivity requirements which include

- New Toton Lane and links to the A52 East of Bardills roundabout
- New junctions on A52 to the West of the M1
- Grade separated junction off the A52 offering access to the hub station
- Local access linkages to/from the station including to and from Stapleford
- Park and ride at J25 of the M1
- Internal connectivity in connection with the "innovation village"
- Classic compatible and rail connectivity via improvement to Trent junction

Mention is made in the document of the desirability of creating a powerful delivery body to work at scale to drive forward the growth vision for a network of garden villages (P39) in the form of a locally led development corporation envisaged by the Neighbourhood Planning Act 2017.

3. Financial implications

The HS2 Growth Strategy is an important document which sets out requirements to achieve the economic potential of the HS2 project in the East Midlands, including an additional £4bn of GVA by 2043 and an additional 74,000 jobs for the East Midlands. It is hoped that the government will respond by allocating significant resources which will enable the ambition of the plan to be realised.

Recommendation

The Committee is asked to RESOLVE to support the HS2 Growth Strategy.

Background papers: HS2 strategic board agendas published via the East Midlands Councils website.

Report of the Chief Executive

INTERIM MANAGEMENT ARRANGEMENTS1. Purpose of report

To confirm the current interim management arrangements.

2. Background

As a result of decisions made by the Ad Hoc Committee, interim management arrangements were made in mid-August and confirmed by an email circulated by the Chief Executive on 11 August 2017 with an attached structure chart. In summary:

- The Head of Neighbourhoods and Prosperity, the joint Chief Solicitors and Interim Monitoring Officers, the Head of Public Protection and the Interim Housing Manager now report directly to the Chief Executive.
- The Head of Finance Services, Head of Revenues and Benefits (shared), Head of Property, Commercial Manager and Customer Services Manager now report to Zulf Darr (Interim Deputy Chief Executive and Section 151 Officer). He is also the main point of Council management contact for Liberty Leisure.
- The ICT and Business Transformation Manager, Corporate Communications Manager, Human Resources Manager, Payroll and Job Evaluation Manager, Head of Environment and Head of Administrative Services now report to Kevin Powell. Kevin has been seconded from Rushcliffe B.C. to act as Interim Strategic Director.

Monitoring Officer responsibilities are to report on matters he or she believes are, or are likely to be, illegal or which amount to maladministration; to be responsible for matters relating to the conduct of councillors and officers; and to be responsible for the operation of the Council's Constitution. Whilst the Deputy Monitoring Officers have been able to discharge the Monitoring Officer responsibilities up to this point, this arrangement is not sustainable in the longer term. It is proposed that discussions take place with the County Council with a view to the discharge of this function by their Legal Department through a named individual. It is anticipated that a recommendation be made to Council on 18 October 2017 concerning the discharge of Monitoring Officer responsibilities from that date forward.

The financial implications of these arrangements are set out in the attached appendix.

Recommendation

The Committee is asked to NOTE the interim management arrangements which have been put in place and RESOLVE that discussions be held with the County Council concerning the discharge of Monitoring Officer responsibilities.

Background papers

Nil

APPENDIX

Financial Implications

The cost of the Interim Deputy Chief Executive and Section 151 officer is £750 a day. The 2017/18 budget includes provision of £120,100 (including employers on costs) for the post of Deputy Chief Executive. If it is assumed that the interim post holder were to work 40 weeks per annum then this would equate to a cost of £150,000 over a year.

The cost of the Interim Strategic Director seconded from Rushcliffe B.C. is £107,700 in a full year. The council already contributes to a third of this cost. The additional cost to the authority will therefore be in the order of £71,800 if the arrangement lasts a full year. However, it is likely that some back filling of the role he previously occupied will be needed and the identification of this resource is currently under way.

The Finance and Resources Committee on 20 March 2017 approved the appointment of an Interim Housing Manager for an initial period of three months at a cost of £55.00 per hour on the basis of a 33 hour week. Given that she has now undertaken a more senior role, her costs have increased to £67.50 per hour. Assuming that she now works an average of 37 hours per week, the cost of the post would equate to £99,900 per annum on the assumption that she were to work 40 weeks per annum. No budget provision (other than for the initial three months referred to above) presently exists for this post.

The Housing restructure report also on this agenda proposes combining the roles of Neighbourhood Services Manager (H21) and Housing Allocations and Options Manager (H24) for the duration of the interim arrangements under the title of Housing Operations Manager. Both the H21 and H24 posts are at Grade 12 but the Housing Operations Manager post will be at Grade 14. Assuming that the individual concerned moves to the bottom of the new grade, the cost would be an additional £4,200 in a full year.

Honoraria or Job re-evaluation for the Interim Monitoring Officers for the period during which they fulfil the role will be required.

These interim arrangements will be incorporated within the initial 2018/19 budget workings on the assumption that they will be in place for the entire year. This can be adjusted once the present position becomes clearer.

The additional costs will be charged to both the General Fund and Housing Revenue Account as appropriate dependent upon the amount of time that the post holders allocate to the respective activities.

Report of the Interim Strategic Director

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

21 November 2017	Beeston Square Update Employee Code of Conduct Whistleblowing Policy Disciplinary Policy Anti-Bribery Policy Constitution Playground Equipment
6 February 2018	
17 April 2018	People Strategy Regulation of Investigatory Powers Act 2000

3. Dates of future meetings

The following additional dates for future meetings have been agreed:

- 6 February 2018

(All meetings to start at 7.00 pm)

Recommendation

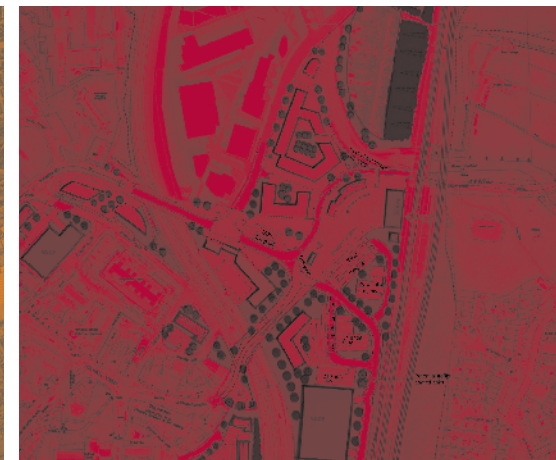
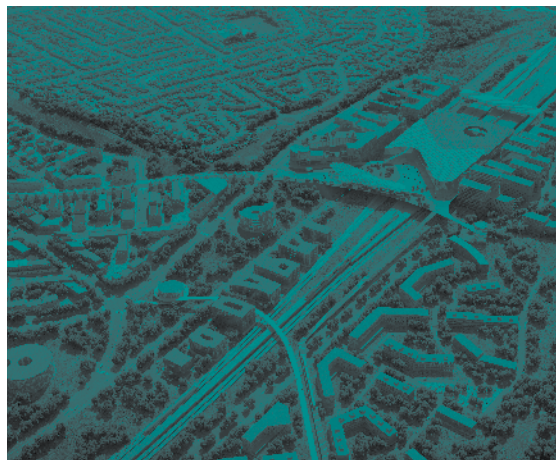
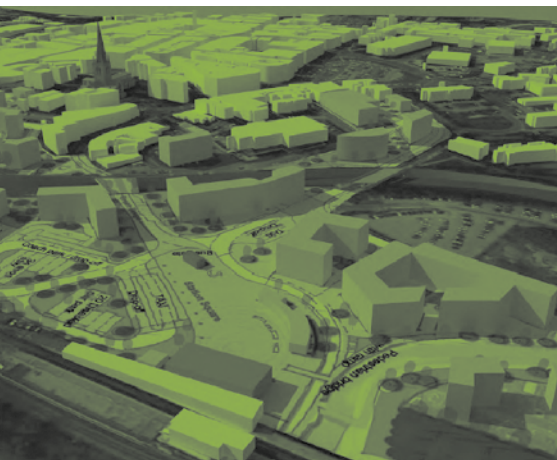
The Committee is asked to consider the Work Programme and RESOLVE accordingly.

Background papers

Nil

East Midlands HS2 Growth Strategy: World Class - Locally Driven

September 2017





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Foreword



Cllr Jon Collins
Leader of Nottingham City Council,
Chair of East Midlands HS2 Strategic Board



Cllr Kay Cutts MBE
Leader of Nottinghamshire County Council
and Member of HS2 Strategic Board



Cllr Simon Spencer
Deputy Leader of Derbyshire County Council,
Vice Chair of East Midlands HS2 Strategic Board



Michelle Craven-Faulkner
Vice Chair of
Rail Forum East Midlands



Peter Richardson
Chair of D2N2 LEP



Nick Pulley
Chair of Leicester
and Leicestershire LEP



Scott Knowles
Chief Executive
East Midlands Chamber (Derbyshire,
Nottinghamshire, Leicestershire)

Foreword

In September 2016 we published our Emerging Growth Strategy which described our initial ideas for using HS2 connectivity to drive our long term economic growth rate to above the UK average, equivalent to an additional 74,000 jobs and £4 billion of GVA by 2043.

This document takes our work several steps further, and sets out clear and deliverable plans for how we can work with Government and local communities to deliver this economic prize – consistent with the Midlands Engine Vision for Growth and the Government’s emerging Industrial Strategy.

For local people and businesses across the East Midlands, HS2 will mean:

- More job and training opportunities - and the chance to earn higher wages;
- More trade and investment;
- More housing opportunities;

- More trains, less over-crowding and much quicker journey times to key destinations; and
- Better local transport connections for both work and leisure.

Our Growth Strategy has been developed within a wider spatial context that will use HS2 to enhance towns and cities across the East Midlands and maximise the potential of key assets like East Midlands Airport and the East Midlands Gateway Freight Interchange.

The HS2 Hub Station at Toton in Nottinghamshire will be the most connected station on the high speed network outside of London. To capitalise on this super-connectivity we have exciting proposals for a high quality ‘Toton Innovation Village’

linked to our university sector, capable of delivering up to 10,000 high quality jobs, new community facilities and a range of new housing opportunities. It will be an inspiring 21st Century Gateway to the East Midlands and a destination in its own right, and form the centrepiece of a network of ‘garden village’ developments that will include the nearby Stanton and Chetwynd Barracks sites.

We have developed a pragmatic, step by step approach to integrating the Hub Station into national, regional and local transport networks. This will relieve existing congestion and spread the benefits of HS2 to surrounding cities, towns and villages, as well as a link to East Midlands Airport and key strategic development sites.

Foreword

The Infrastructure Maintenance Depot at Staveley and the ability to serve Chesterfield with high speed trains will have a transformational impact on the Derbyshire economy. We have set out a comprehensive approach to integrating Chesterfield station and associated development areas into the town, enhancing its role as a gateway to the Peak District National Park and accelerating the regeneration of the Staveley corridor and key surrounding sites.

Informing all our work is a clear recognition of the needs of people – current and future generations. Key to this in the early stages will be implementing our comprehensive skills and supply chain strategy, making sure that our young people and businesses can benefit from the economic opportunities that lie ahead.

We have set out a clear and well evidenced approach to delivery. We recognise that not everything can happen at once and that some hard choices will have to be made. We have commissioned independent assessments of the costs of key interventions and the value of the resulting development that has informed a business case for investment, which is set out in a separate document. We are keen to establish powerful locally led development vehicles that can realise the potential we have identified.

In conclusion, we have set out a bold yet pragmatic vision for using HS2 to boost economic growth across the East Midlands. We now need a commitment from Government to work in partnership with us to make our vision a reality.

Executive Summary

Our Growth Strategy is structured around the three themes of People, Place and Connectivity, with a clear focus on Delivery.

People

People are at the heart of our Growth Strategy. For local people across the East Midlands HS2 will mean more jobs and training opportunities, the chance to earn higher wages and more housing choice. But these benefits will not be delivered without continuing local leadership, strong governance and collective action.

We have set out a coherent economic strategy consistent with the Midlands Engine Vision for Growth and the Government's Industrial Strategy that builds on our existing strengths in manufacturing, technology and high value services and which will help to shift our long term economic growth rate to above the UK average.

We have developed a comprehensive skills & supply chain strategy and action plan based around five key themes: inspiring our young people; building further education capacity; harnessing the power of our universities;

supporting individuals; and ensuring our businesses are 'HS2 ready'. Our three immediate priorities are:

- Establishing a co-ordinated approach to business support that will help local SMEs benefit from HS2 related contract and supply chain opportunities;
- Establishing a rail industry 'innovation group' through Rail Forum East Midlands; and
- Developing a comprehensive HS2 awareness campaign aimed at raising the ambition of people and businesses to make the most of HS2.

Underpinning our approach is an understanding that the nature of work will continue to change rapidly as a result of new technology, and that the requirements and aspirations of the future workforce are likely to be different to our own.

Place

Great place-making will be key to realising the opportunities that HS2 connectivity will create. Our proposals are ambitious, but build upon our existing market strengths and add value to the attractive mix of urban and rural environments that already characterises the East Midlands. We have also sought to reflect the needs and aspirations of future generations in the scale and form of proposed development and by incorporating sustainable transport choices.

Within a strategic context set by Midlands Engine and Midlands Connect initiatives, we have identified two 'Growth Zones' which relate directly to the benefits of HS2 connectivity and complement existing assets across the East Midlands.

The **East Midlands Hub Growth Zone** is related to the area around the Hub Station at Toton itself. Here we are proposing the development of a

Executive Summary

network of mixed use 'garden villages' which will attract and retain high quality jobs and talented people and complement our wider growth story. Central will be the development of a high quality 'Innovation Village' at the Hub Station itself with the potential to create up to 10,000 new jobs and a range of new housing choices. It will be an inspiring 21st Century Gateway to the East Midlands and a destination in its own right, and together with the developments proposed for Stanton and the Chetwynd Barracks site form the centrepiece of a thriving 'network' of garden villages'.

Chesterfield and Staveley will be at the heart of the **North Derbyshire Growth Zone** but activity will focus on the wider Derbyshire growth story. We will use HS2 to complement existing rail services and transform links between Chesterfield Station and the town centre, opening up regeneration opportunities and creating an attractive gateway to the Peak District National Park – one the region's unique destination offers. The Staveley depot will be the heart of a mixed use housing and employment zone within the wider growth corridor and in the short term could also provide a construction base for HS2.

Connectivity

The Hub Station at Toton will already be the most connected on the high speed network outside of London. Whilst the development adjacent to the Hub Station will be crucial, our early work confirmed that much of the wider economic potential of HS2 will be dependent on the extent to which we can connect economic opportunities across the East Midlands into the high speed network. In particular the city centres of Derby, Leicester and Nottingham, East Midlands Airport, and sites that exist in the towns and villages surrounding both the Hub Station and Chesterfield.

Our analysis has demonstrated which modes of transport will serve different markets most effectively – national, regional, sub-regional and local. Based on this we have set out a comprehensive, step by step approach to connectivity which will maximise transport choice for future generations, as well as tackling congestion issues that exist today.

Key to this will be safeguarding the ability to extend public transport accessibility in the scope of the Government's Phase 2b Hybrid Bill, and

planning now for a phased approach to delivery of highway improvements starting in Road Investment Strategy period 2 (RIS2).

Whilst we are confident that the measures we have identified can deliver positive outcomes, more detailed design work will be required to secure the capital funding necessary for delivery. Further work on the design and phasing of key interventions will therefore be undertaken with transport modelling developed in partnership with Midlands Connect, the outcome of which will also help to scope the necessary provisions of the Phase 2b Hybrid Bill.

Executive Summary

Delivery

We have undertaken a number of technical studies to understand the costs and benefits of various scales and rates of development to inform the development of an initial outline business case for our proposals, consistent with Treasury requirements, which is set out in a separate document. This work will evolve and become more granular as our growth proposition matures.

We have set out the key moves necessary to deliver our proposals for people, place and connectivity and highlighted the immediate issues that we need Government support to progress. In particular:

- Provision within the scope of the Phase 2b Hybrid Bill and Environmental Impact Statement to accommodate our vision for the Hub Station, including a classic compatible link, a northern station concourse and public transport overbridge, local road access and enhancements to Trent Junctions;

- Financial and technical support from Highways England and HS2 Ltd to take forward Phase 1 of the East Midlands Gateway Connectivity Plan;
- Provision within RIS2 for the development of a major scheme to address existing and future challenges on the A52 between Derby and Nottingham;
- Financial and technical support from DCLG and the Homes & Communities Agency (HCA) to develop the concept of a 'network of garden villages' within the East Midland Hub Growth Zone, including land assembly;
- Financial and technical support from Network Rail, HS2 Ltd and HS2 Growth Partnership to work collaboratively on the relocation of rail sidings and depot adjacent to the Hub Station;
- Designation of the Staveley Infrastructure Maintenance Depot (IMD) site as a construction base for the construction of Phase 2b of HS2;
- Financial support for the delivery of the early phases of the Chesterfield & Staveley Regeneration Route and Station Link Road;
- Provision for both Sheffield HS2 and classic compatible services to stop at Chesterfield Station; and
- Financial and technical support for the establishment of a 'shadow delivery body' to take forward the Growth Strategy.

Section 1 | People

Summary

People are at the heart of our Growth Strategy. For local people across the East Midlands HS2 will mean more job and training opportunities, the chance to earn higher wages and more housing choice. But these benefits will not be delivered without continuing local leadership, strong governance and collective action.

We have set out a coherent economic strategy consistent with the Midlands Engine Vision for Growth and the Government's Industrial Strategy that builds on our existing strengths in manufacturing, technology and high value services – and which will help to shift our long term economic growth rate to above the UK average.

We have developed a comprehensive skills & supply chain strategy and action plan based around five key themes: inspiring our young people; building further education capacity; harnessing the power of our universities; supporting individuals; and ensuring our businesses are 'HS2 ready'. Our three immediate priorities are:

- Establishing a co-ordinated approach to business support that will help local SMEs benefit from HS2 related contract and supply chain opportunities;
- Establishing a rail industry 'innovation group' through Rail Forum East Midlands; and
- Developing a comprehensive HS2 awareness campaign aimed at raising the ambition of people and businesses to make the most of HS2.

Underpinning our approach is an understanding that the nature of work will continue to change rapidly as a result of new technology, and that the requirements and aspirations of the future workforce are likely to be different to our own.

1.1 The Economic Prize

HS2 will provide major opportunities for businesses in the East Midlands to expand their horizons and to trade and compete in wider markets. Similarly, high speed rail will connect the people of the East Midlands to new work, learning and leisure opportunities whilst opening up the region to new visitors.

Independent research commissioned from KPMG by HS2 Ltd suggested that an East Midlands Hub Station could have the greatest economic uplift of any of the proposed HS2 stations. Our own work has confirmed this assessment. This potential reflects the ability of HS2 to radically improve connectivity between the local economies of the East Midlands with those across the UK but also our own inherent and enduring economic strengths.

We have undertaken a comprehensive ‘Economic Opportunities Assessment’, underpinned by independent analysis from Cambridge Econometrics, to determine the best approach for maximising local growth opportunities - focussing on the D2N2 and Leicester & Leicestershire LEP areas. This combined area already comprises 3.15 million people, over 100,000 businesses and £65 billion of GVA.

We have gone back to first principles and looked at the drivers that are likely to shape economic growth over the coming decades. From this we have set out a strategy for how we can use HS2 to deliver a more productive and resilient economy.

Our analysis suggests that by targeting some of our key sectors that can benefit from HS2 connectivity, in particular manufacturing, technology and high value services, we can boost employment growth from just below to above the

projected UK trend - equivalent to an additional 74,000 jobs and almost £4 billion of GVA by 2043 – helping to close the gaps in our economy post Brexit.

Our approach is consistent with the emerging Midlands Engine Vision for Growth and will help to deliver key aspects of the Government’s Industrial Strategy – in

particular by helping to re-balance the economy, increasing productivity, promote innovation and support export growth.

For more information about the analysis underpinning our economic strategy please visit:

<http://www.emcouncils.gov.uk/HS2>

Economic Growth	Baseline	Matching UK Trend	Our Economic Vision
Net Employment Growth (FTE)	172,000	184,000	246,000
GVA Uplift above Baseline	-	£0.38 billion	£3.99 billion

Key Drivers			Enablers		
Manufacturing Engine	Technology	High Value Services	Smart Growth	A Dynamic Entrepreneurial Economy	Galvanised visitor economy and distinctive gateway
The UK’s most competitive location for high value engineering and manufacturing	A fertile innovation eco-system attracting global talent in research strengths	Delivering a step change in high value services	Creating the conditions to compete for investment, talent and knowledge nationally and internationally, including excellence in logistics and distribution capacity	One of the best places to start and grow a business in the UK, high quality business space reinforced by world class business support and access to funding and investment	A transformed and expanded visitor economy, bringing a new generation of visitors to established and new attractions

1.2 The Changing Nature of Work

We understand that we are planning for HS2 over a 25 year time horizon, and that the nature of work is changing fast. Looking back over the last 25 years we can see how information technology and the rise of the internet has radically changed many people's working lives. This pace of technological change will continue and even accelerate over the coming decades – and it will impact on all aspects of the economy, not just the service sector.

Whilst we cannot anticipate all the changes that may happen, our plans for making the most of HS2 must be forward looking and flexible and try not to use the solutions of the past to meet the challenges of the future.

Crucial to success is understanding who we are planning for – and how they are likely to want to live their lives.

The core workforce we are planning for are children now at school – the so called 'Generation Z'. This is the first generation of 'digital natives' - people who have grown up with digital technology and are comfortable using it for all manner of everyday tasks. Research suggests Generation Z will have a very different experience of work to their parents - with up to 5 different careers, 15 homes and 17 jobs over a working lifetime. They are likely to be more entrepreneurial and collaborative than previous generations and less interested in owning a car or a house.

This perspective has underpinned our thinking about how we can use HS2 to drive future prosperity across the East Midlands, and in particular how we should plan for places future generations will want to live, work and play. It has also influenced our comprehensive plans to ensure our young people have the work skills necessary to make the most of the opportunities that lie ahead.

Baby Boomers?



Born: 1946-1964

**Age in 2043:
79-97**

Generation X?



Born: 1964-1980

**Age in 2043:
63-78**

Millennials?



Born: 1980-2000

**Age in 2043:
43-63**

Generation Z?



Born: 2000+

**Age in 2043:
26-43**

1.3 Our Skills & Supply Chain Strategy

The delivery of HS2 will be transformational for the East Midlands economy. Through the build phase and once operational, it will bring new opportunities for those that live and work across the D2N2 and Leicester & Leicestershire LEP areas.

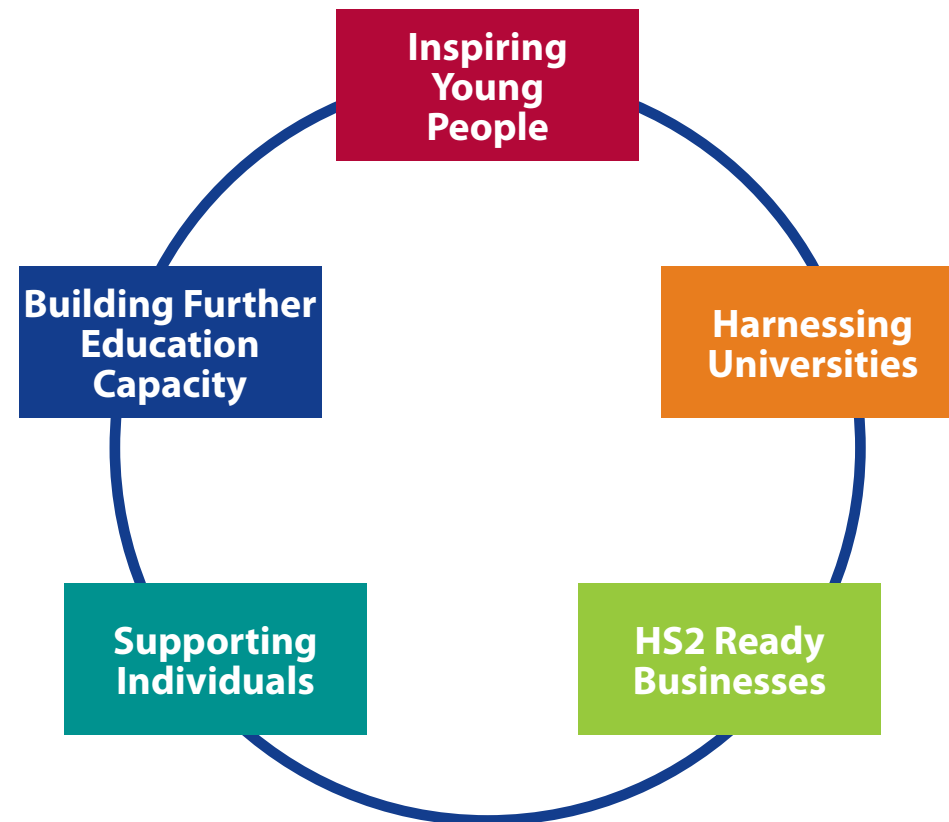
These opportunities will be about more than just the construction of a new railway. The enhanced connectivity it brings will transform the geography of competition and agglomeration amongst businesses, will open up new marketplaces and catchment areas and will attract inward investment to the region from across the UK and overseas.

Opportunities will vary over time, and will be both direct and indirect. They begin now, as contracts are awarded for the construction of Phase 1 from London to Birmingham, and they stretch to beyond the projected 2033 completion date. The establishment of the National College for High Speed Rail presents a major opportunity, particularly for the development of the Staveley Infrastructure Maintenance Depot and its potential role as a construction base for HS2 Phase 2.

To ensure local people and companies can benefit from HS2 investment and the growth it will bring, we have worked with businesses, trade bodies and training providers to develop a comprehensive skills and supply chain strategy built around five key elements.

Within each of these elements, we have set out a clear action plan which is summarised below. Key to this will be to avoid adding further complexity to existing provision for skills and business support. Instead the approach will be

wherever possible to refocus existing support and funding on activities that will help deliver the Growth Strategy – rather than create new structures or programmes and complement the strategically driven approach to skills envisaged by the Midlands Engine.



Inspiring Young People			
Action	Key Partners	Resources	Timescales
Programme of engagement covering the entirety of a young person's education	D2N2, LLEP, Councils, HS2 Ltd, Private Sector	Refocussing existing resources	Short-medium
Ensure teachers & careers advisors are provided with information about relevant career opportunities	Schools, Private Sector	Some additional administrative costs. Using existing business networks	Short – Medium
Develop a unified '#EM33' HS2 business/school engagement programme	Private Sector, Careers & Skills Company, LEP Skills Boards	Refocussing existing resources	Short

Harnessing Universities			
Action	Key Partners	Resources	Timescales
EM Universities to develop HS2 programmes of engagement with business	Universities, LEP Skills Boards, Research Councils, Innovate UK	Leveraging existing resources	Short
Establish a Rail Industry Innovation Group through Rail Forum East Midlands (RFEM)	Universities, RFEM, Network Rail and industry bodies	Administrative costs only	Immediate
Support Hub Station 'Innovation Village', and significant HE links at Chesterfield Station	Universities, East Midland HS2 Delivery Boards	Refocussing existing consultancy spend	Immediate
Develop a university based 'Rail Innovation Centre'	Universities, LEPs	New funding required	Short

HS2 Ready Businesses			
Action	Key Partners	Resources	Timescales
Develop an '#EM33' HS2 awareness campaign aimed at businesses	LEPs, Councils, East Midlands Chamber	New funding required	Immediate
Establish dedicated HS2 supply chain support for businesses	LEPs, Private Sector, Midlands Engine Supply Chain Initiative	New funding required for additional 1 FTE Officer	Immediate
Promote SME collaboration through business support activity	LEPs, Private Sector	ERDF underspend	Immediate
Establish web resource for businesses to identify HS2 Specific opportunities	LEP Growth Hubs, HS2 Ltd	Additional support for Growth Hubs required	Immediate

Supporting Individuals			
Action	Key Partners	Resources	Timescales
Develop a public facing '#EM33' awareness campaign	LEPs, Councils, East Midlands Chamber	New funding required	Immediate
Embed the '#EM33' HS2 awareness across job centre and council employment support programmes	DWP, Councils, voluntary sector	Refocussing employment support programmes	Medium
Establish an EM HS2 Delivery Charter to encourage recruitment from 'hard to reach' groups	Private Sector, Councils, DWP	Administrative costs only	Medium – Long

Building Further Education Capacity			
Action	Key Partners	Resources	Timescales
Embed '#EM33' activity into new 'T' and relevant 'A' levels	Further Education (FE) Providers, LEPS, Councils	Refocussing existing resources and future Local Growth Fund	Short – medium
Develop strategic relationship between FE sector and National College for High Speed Rail (NCHSR)	FE Providers, private training providers, National College for High Speed Rail (NCHSR)	Using existing forums and relationships	Immediate
Develop world leading capability for Building Information Management (BIM) linked to Staveley IMD	FE Providers, Councils	Funding required to recruit additional BIM expert	Short- medium
Support the development of 'Shared Apprentice Schemes' across key HS2 related job roles/disciplines	FE Providers, LEPS, Councils	Additional funding required	Short

1.4 Next Steps

Within our strategic approach we have identified three immediate priorities. These to be taken forward largely with existing LEP and private sector resources, but will require strong local leadership to be successful:

- Establishing a co-ordinated approach to business support that will help local SMEs benefit from HS2 related contract and supply chain opportunities, to be driven by D2N2, LLEP and the private sector;

- Establishing a 'rail industry innovation group' through Rail Forum East Midlands to help drive innovation within our thriving SME rail engineering sector; and
- Developing a comprehensive HS2 awareness campaign aimed at raising the ambition of people and businesses to make the most of HS2, provisionally entitled '#EM33', to be driven by East Midlands Chamber of Commerce, D2N2 and LLEP and supported by councils;

Over the longer term, we would expect mainstream Government funding for skills and business support activity to be refocussed around our priorities. For more information about our skills and supply chain strategy, please visit:

<http://www.emcouncils.gov.uk/HS2>

Section 2 | Place

Summary

Great place-making will be key to realising the opportunities that HS2 connectivity will create. Our proposals are ambitious, but build upon existing market strengths and add value to the attractive mix of urban and rural environments that already characterises the East Midlands. We have also sought to reflect the needs and aspirations of future generations in the scale and form of proposed development and by incorporating sustainable transport choices.

Our Growth Strategy has been developed within a wider spatial context that will use HS2 to enhance opportunities in towns and cities across the East Midlands and in key assets like East Midlands Airport and the East Midlands Gateway Freight Interchange. To drive this, we have identified two 'Growth Zones' which relate directly to the benefits of HS2 connectivity.

The East Midlands Hub Growth Zone is related to the area around the Hub Station at Toton. Here we are proposing the development of a network of mixed use 'garden villages' which will attract and retain high quality jobs and talented people. Central will be the development of a high quality 'Innovation Village' at the Hub Station in Toton itself with the potential to create up to 10,000 new jobs and a range of new housing choices. It will be an inspiring 21st Century Gateway to the East Midlands and a destination in its own right, and together with the developments proposed for Stanton and the Chetwynd Barracks site, form the centrepiece of a thriving 'network of garden villages' which could be expanded to include other sites.

Chesterfield and Staveley will be at the heart of the **North Derbyshire Growth Zone** but activity will focus on the wider Derbyshire growth story. We will use HS2 to complement existing rail services and transform links between Chesterfield Station and the town centre, opening up regeneration opportunities and creating an attractive gateway to the Peak District National Park – one of the region's unique destination offers. The Staveley Depot will be the heart of a mixed use housing and employment zone within the wider growth corridor and in the short term could also provide a construction base for HS2.

2.1 East Midlands Context

Our Growth Strategy has been developed within a wider spatial context that also seeks to use HS2 to enhance existing regional and national assets across the East Midlands. In particular the area spanning the D2N2 and Leicester & Leicestershire LEP areas which already comprise 3.15 million people, over 100,000 businesses and generate £65 billion of GVA. Key opportunities for growth include:

- **Derby:** a city of world class automotive, rail and aerospace technology sectors. Home to Rolls Royce, Bombardier and Toyota and a thriving network of highly specialised manufacturing SMEs.
- **Leicester:** a vibrant, diverse city with a strong record of SME formation and major growth potential. Home to the National Space Centre and a burgeoning space technology sector.
- **Nottingham:** a city of thriving business services, biotech and leisure sectors and flagship companies like Experian and Boots, underpinned by world class public transport and local energy systems.
- **East Midlands Airport and Gateway:** the biggest freight airport outside of London and home to DHL. The new East Midlands Gateway Freight Interchange will generate thousands of new jobs.
- **Loughborough:** a national centre for sport and sports science. The Loughborough University Science and Enterprise Park forms part of a recently designated Enterprise Zone.
- **Chesterfield:** an historic and well connected rail town with a strong engineering economy, and both a visitor destination and gateway.

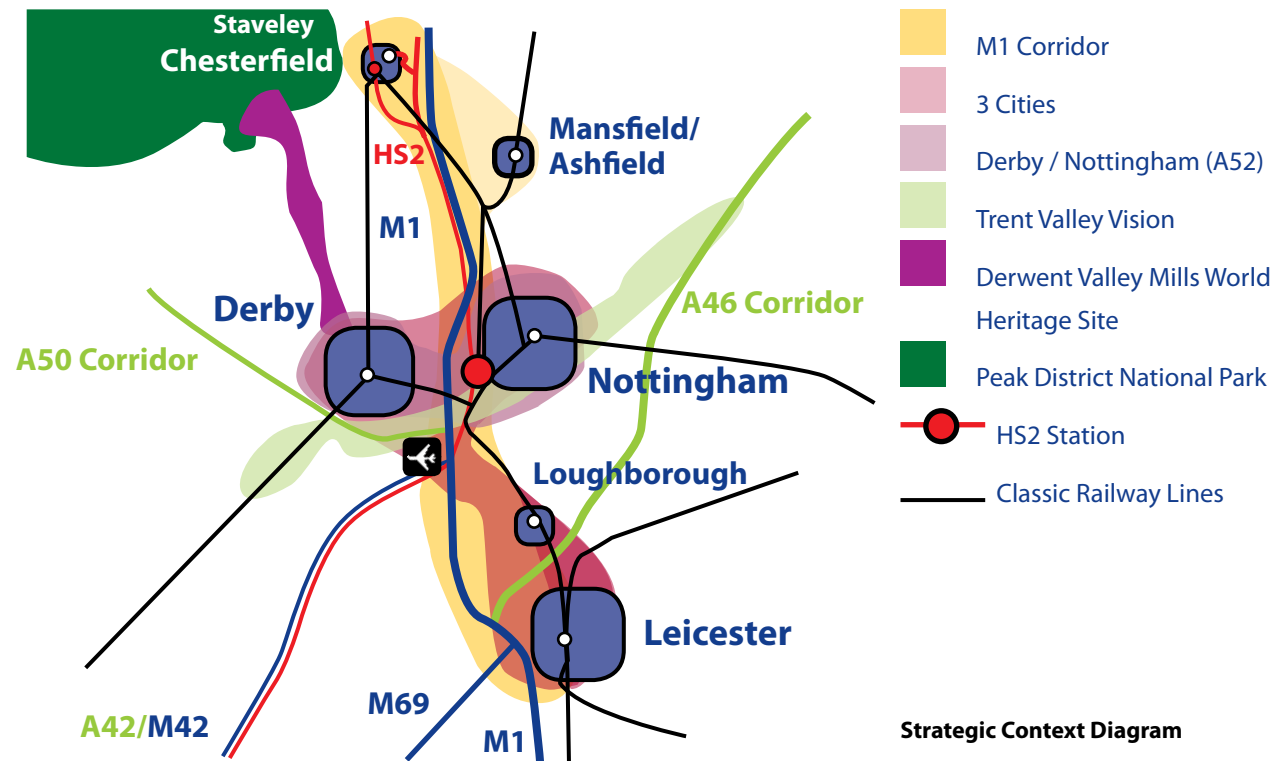
- **Peak District National Park and Derwent Valley Mills World Heritage Site:** the most visited national park in England adjacent to the cradle of the industrial revolution.
- **Mansfield/Ashfield:** key regional service centres with strengths in manufacturing and logistics.

There are also a range of growth and regeneration opportunities along **the A52 corridor between Derby and Nottingham:** Castle Ward, Pride Park and Raynesway on

the Derby side and the Nottingham Enterprise Zones sites; Alliance Boots in Beeston, Beeston Business Park and the Nottingham Science Park.

Within this strategic context we have identified two 'Growth Zones' which relate directly to the benefits of HS2 connectivity which we believe will drive HS2 related growth across the wider sub area:

- East Midlands Hub Growth Zone
- Northern Derbyshire Growth Zone



2.2 East Midlands Hub Growth Zone

Our Growth Vision

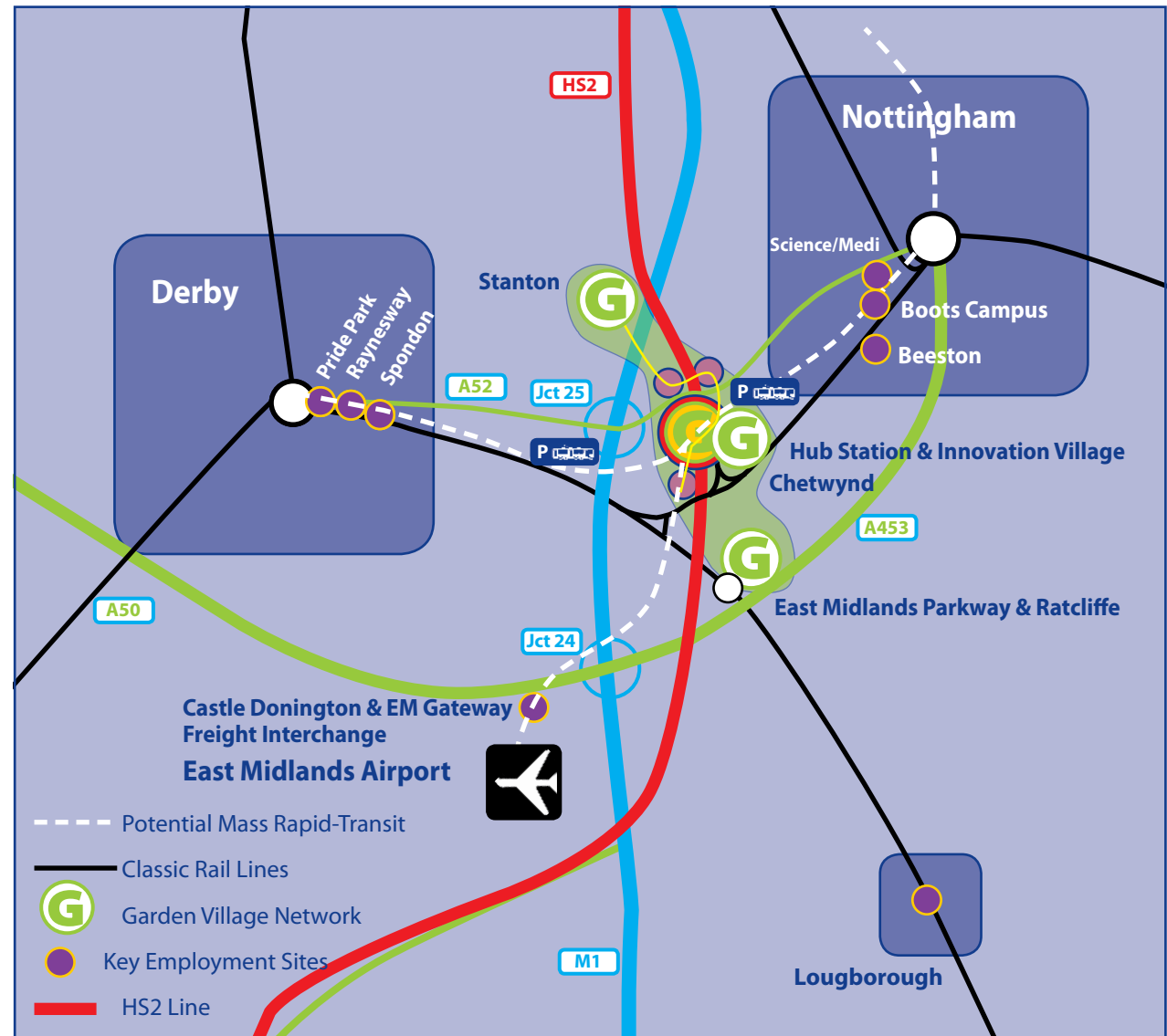
The Growth Zone encompasses the Hub Station site at Toton, the former ironworks site at Stanton and Chetwynd Barracks. The core area encompasses Broxtowe and Erewash Borough Councils, Derbyshire and Nottinghamshire County Councils.

Our vision is based on the development of a network of mixed use 'garden villages' that will incorporate the very latest innovations in land remediation, environmental standards, together with advances in sustainable drainage, localised energy and public transport. Enhanced connectivity by sustainable modes of transport will ensure the development of pedestrian orientated streets and spaces which will be attractive to both local people and investors.

The developments will complement the adjacent city centre offer and help to drive major improvements to existing places such as Long Eaton and Stapleford.

Central will be the development of a high quality 'Toton Innovation Village' at the Hub Station in Toton itself with the potential to create up to 10,000 new jobs and a range of new housing choices. The concept of an 'Innovation Village' follows research undertaken looking at trends in business locations away from city centres and the need for a much more dynamic mix of uses that recognises the changing needs and desires of 'Generation Z'. It is also consistent with the long term aspirations of the university sector within the region which has actively contributed to our thinking.

East Midlands Hub Growth Zone Diagram



Toton Area (Hub Station) Development Framework

We have worked with councils, local partners and the Toton Neighbourhood Planning Forum to develop a long term non-statutory 'development framework' for the Hub Station Growth Area in Toton to inform the review of local plans and future investment decisions. The development framework recognises a series of distinct character areas and sets out development principles for each.

Station Hub: The core development area is clustered to the east and west of the Hub Station. Anchored by key multi modal transport infrastructure (including HS2 and Classic rail facilities, NET / bus interchange facilities and central car parking facilities). The primary land use in this area will be workspace development, set within a high quality urban development context. Hotel and residential accommodation may also be appropriate at this central location, and the area's public realm will be animated by cafés, restaurants and small scale retail outlets serving passengers, employees and residents.



Toton Area (Hub Station) Development



The Hub Station and surrounding area

A new public space will be created adjacent to the main station concourse. This will provide a high quality east-west pedestrian connection across the HS2 lines, and support interchange between a range of transport modes. This development area is located on a plateau which is at a significantly lower level than the main development site to the east. New buildings will typically be taller (up to 6-8 storeys) which will allow the development to act as a marker in the context of the rail corridor, without appearing incongruous within the wider development

Toton Innovation Village: This mixed use corridor runs through the heart of the site, connecting the HS2 station and areas to the west following the tram corridor towards Toton Lane NET station in the east.

This dynamic space will be characterised not only by the diversity of uses but also a green boulevard and sustainable transport corridor, and will include a mixture of medium density workspace including apartment based residential development.

The 'Toton Innovation Village' is roughly equidistant between the city centres of Nottingham and Derby and is intended to be anchored by a university based research and development centre. To the south, links to Leicester, East Midlands Airport, East Midlands Gateway Freight Interchange and the Enterprise Zone sites in Loughborough will drive further opportunities.

To achieve the scale of development and sense of place envisaged will require major investment in land assembly/ management and infrastructure. Making the right moves now will provide much needed capacity to unlock and absorb growth and provide resilience in a currently stressed local network. It will also require higher densities than those currently subject of an extant Outline Planning Consent for the site and this will need careful consideration by Broxtowe Borough Council as the Local Planning Authority.

A52 / Trackside Corridor: A series of larger development sites have been identified along the A52 and rail corridors towards the north of the site, offering the potential to accommodate larger workplace developments or research institutions. This area will offer the potential to accommodate distinctive gateway buildings, acting as markers along both the A52 and HS2 corridors.

Waterside: Development parcels along the Erewash River / Canal corridor are considered an appropriate mix of uses including residential. Building heights will step down from around six storeys adjacent to the rail corridor, to around three storeys in areas closer to the river / canal corridor, respecting the domestic scale of buildings to the west. The landscaped environment of the river / canal corridor will be brought into the area, with a series of 'green fingers' leading into the development site. This open space will serve a

variety of functions including, recreation, flood mitigation and ecological habitat. The orientation of buildings within this corridor should support this landscape strategy, and open up views of the canal / river corridor from higher ground to the east of the HS2 line.

Parkside: Generous green corridors are proposed as a buffer between the planned new development and existing residential communities. Lower density areas broadly reflecting established residential areas of Toton will front onto these spaces, with a typical height of two to

three storeys, open landscaped space and site topography ensuring that the amenity of existing local residents are protected. New footpaths and cycleways will integrate the site with its surrounding context, and enable residents of existing neighbourhoods to access facilities and transport hubs within the new development site. It should be noted that new vehicular connections to these neighbourhoods are not proposed.

- **Neighbourhood Centres:** These centres will be located at highly accessible positions within the

development, and will allow the vast majority of the site area to be located within an easy five minute walking catchment of local facilities.

- **HS2 Hub:** This facility will serve HS2 passengers along with residents and workers based in the lower western section of the site. It is envisaged that cafés, restaurants and local retail facilities will be integrated within the main station concourse and spill out onto the adjoining public plaza. This area also becomes a new cross-roads within a more resilient local road network offering better connections between Sandiacre/Stapleford and Long Eaton. This will further enhance the vitality and vibrancy of the area whilst ensuring surrounding communities can access the services on offer by a full range of transport choices.
- **Toton Innovation Village Centre:** Located at the heart of the development, a cluster of local retail, leisure and hospitality facilities will be clustered in and around a central square. Facilities such as a hotel, gym, business centre and resource centre may also be attracted to this central, pedestrian orientated space.
- **Community Hub:** A site to the west of the Toton Lane NET Station has been identified for the relocation of the George Spencer Academy, along with a site for a new primary school, a leisure centre and health facility. These new community infrastructure buildings will be developed in a green landscape setting, with good pedestrian and cycle links to local neighbourhoods and public transport hubs. The level of retail development (including

The Toton Innovation Village looking towards the Hub Station



restaurants / cafés) will be controlled to a level which provides for the needs of local residents, employees and passengers, and avoid competition with existing local centres.

The Universities of Derby, Nottingham and Nottingham Trent are fully supportive of the HS2 Growth Strategy. We have a long history of working together to re-balance economy and believe that this investment has the potential to be transformative.

To maximise the value derived from this investment, the universities are in a strong position to build on our established partnership, for example, by working together to shape the proposed 'Innovation Village' located at the East Midlands Hub Station at Toton.

The active involvement of the universities at an early stage in defining the proposed 'Innovation Village' means that we can develop an integrated strategy for research, teaching and business interaction aligned with HS2 investment.

The 'world-class' connectivity afforded by the East Midlands Hub Station at Toton will support the diffusion of these opportunities and position the East Midlands as a stronger, resilient and more productive economy.

- **Green Infrastructure:** From a place making perspective, the HS2 Hub site will be designed to integrate with its surrounding natural environments. In total around 16 hectares of open space are proposed within the development site.

- **River / Canal Corridor:** The Erewash river and canal corridor runs to the east of the site, and provides an area of high amenity value. To the north, the opportunity exists to enhance the network of footpaths and cycleways leading up to the strategic Stanton Iron Works site and beyond. To the south, new pedestrian and cycle links will connect the site to the Attenborough Nature Reserve and the Trent Valley. This will include opportunities to reinstate new routes beneath the HS2 / classic rail line to the south of the station, and also to reduce the risk of flooding associated with this section of the river. More generally, the opportunity to enhance the character of the river and canal corridor would provide further amenity and ecological benefits. This may include enhancements to the Sandiacre Locks Conservation Area and measures to introduce more variety, diverse habitats and interest to the river 'channel'.
- **Toton Horseshoe:** A landscaped corridor is proposed to wrap around the existing Toton residential area. This will provide a buffer between planned new development and the local residential areas, encompass existing areas of maturing woodland, and create a new connection through to the redeveloped Chetwynd Barracks to the east.
- **Green Boulevard:** A new green spine is planned to run through the heart of the new development. This route will connect the eastern and western sections of the site via a new pedestrian link across the HS2 corridor and a new plaza at the station entrance. The boulevard, a wide green space, integrating a small existing watercourse will

run through the heart of the 'Innovation Village', connecting to the area of protected Green Belt land to the north east.

- **Local Amenity Open Space:** In addition to the strategic green infrastructure highlighted above, a network of local amenity spaces will be integrated across the new development. These will include both formal and informal recreation areas and play space for the enjoyment of residents, employees and visitors alike.

Associated 'Garden Village' Developments

Chetwynd Barracks: The MoD site at Chetwynd will become available for development from 2020 and will be designed and developed as an integral part of the Hub Station Growth area. The development will provide a predominantly residential area that will be linked directly to the 'Community Hub' north of the existing Toton Lane. Like the main Hub Station, 'Innovation Village' and Community Hub, Chetwynd will be subject to the policies of the emerging Broxtowe Local Plan and of Nottinghamshire County Council as the Local Highway/Transport Authority and Local Education Authority.

Stanton: The Hub Station Growth Zone also includes the former iron works at Stanton where additional employment opportunities will be realised alongside up to 2,000 homes which will serve to complement the proposals for the Hub Station and Innovation Village. This site falls within Erewash Borough Council and Derbyshire County Council's administrative areas. This site is subject of a separate Supplementary Planning Document published by Erewash Borough Council and the proposals outlined in the Growth Strategy are consistent with this.

Ratcliffe Power Station Site: Within the wider area there may also be further growth opportunities to be explored as part of the HS2 Growth Strategy including Ratcliffe Power Station. Whilst this is not anticipated to be decommissioned before 2025, its location adjacent to the existing East Midlands Parkway station and an existing railhead, means that the site has potential to create a transport orientated mixed use development around the station and a possible location for rail related development. This site falls within Rushcliffe Borough Council and Nottinghamshire County Council’s administrative areas.

Derby: There are already proposals to develop up to 2,000 new homes as part of the ‘Infinity Garden Village’ development which spans the boundary between the city of Derby and South Derbyshire District Council. In addition, there is potential for major mixed use development on the former Courtaulds site at Spondon on the east side of Derby.

Leicestershire: There are emerging proposals for major housing development in North West Leicestershire linked to employment growth at East Midlands Airport and the East Midlands Gateway Freight Interchange.

2.3 Northern Derbyshire Growth Zone

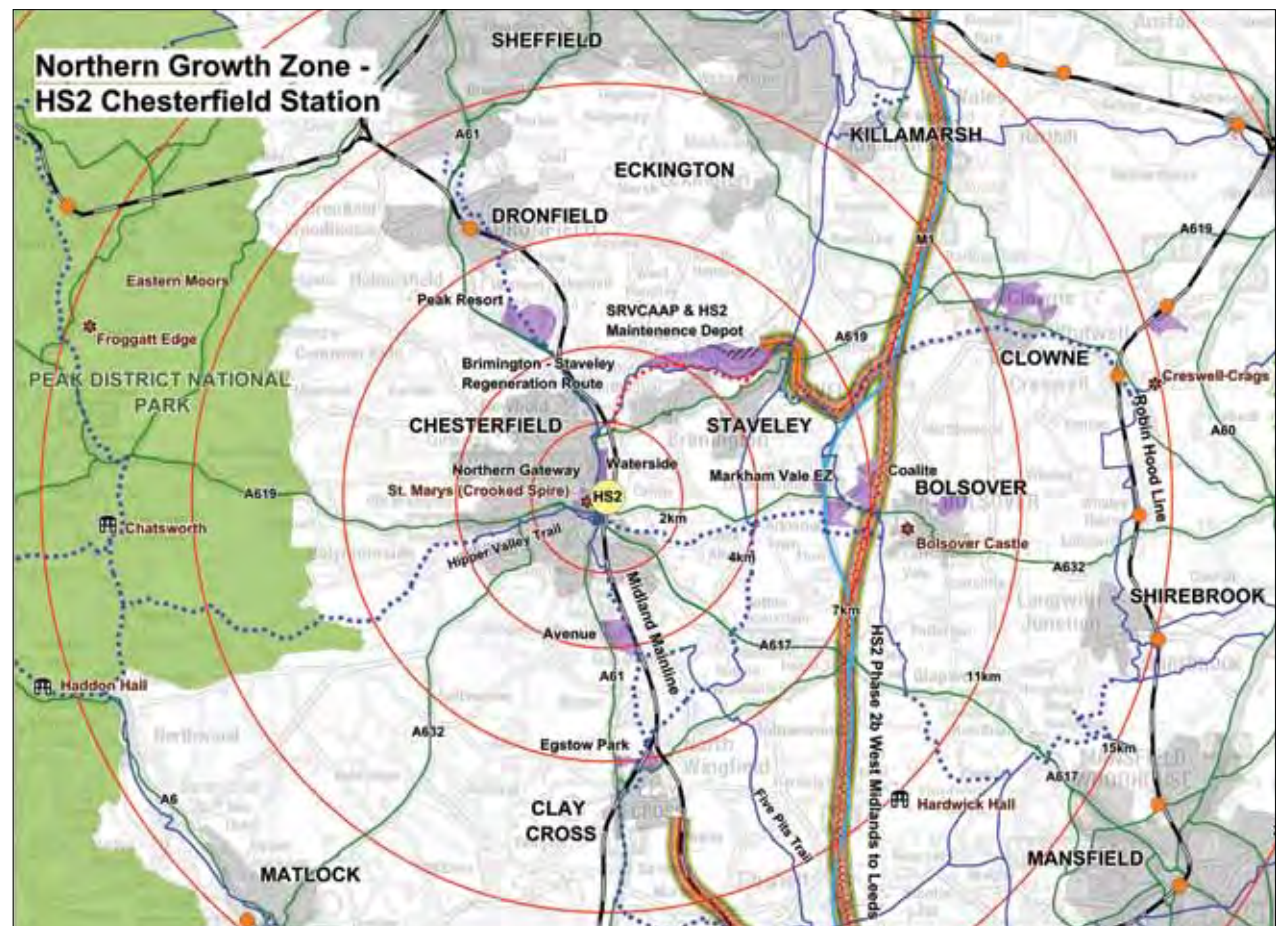
Our Growth Vision

The Growth Zone is focussed on the Borough of Chesterfield within the county of Derbyshire and includes the areas around the existing railway station and the proposed Infrastructure Maintenance Depot (IMD) at Staveley east of the town centre also proposed as a construction base for HS2.

Our ambitions for Chesterfield and Staveley are set in the context of a wide growth story for the wider northern Derbyshire area that build on existing strengths in the tourism, construction and engineering, higher and further education and professional services. Key complementary investments include the ‘Peak Resort’ development that

will combine a unique combination of tourism and HE/FE education and training.

HS2 will bring Chesterfield within 108 minutes from London and serve a catchment area of over 1 million people. Plans for Chesterfield will transform the relationship between



Northern Derbyshire Growth Zone

the rail station, the town centre and major regeneration opportunities, and enable the station to become an attractive gateway to the town itself, the surrounding Peak District National Park and other key heritage assets - particularly for international visitors. Proposals include a scalable housing and commercial investment proposition that will be accelerated to welcome HS2 through investment in enabling infrastructure.

The proposed IMD is set within a wider masterplan for the Staveley corridor that will deliver significant levels of housing and job growth and provide a focus for the local rail engineering sector, including the development of a rail industry 'centre of excellence' linked to the High Speed Rail College. In the shorter term, there is an ambition for the Staveley site to be used for a base for the construction of the majority of Phase 2b of HS2.

Construction of early phases of the Chesterfield & Staveley Regeneration Route will enable key brownfield regeneration sites to be developed and wider benefits to the A61 Corridor and the extended Markham Vale Enterprise Zone.

Northern Derbyshire Growth Zone

Underpinning the vision will be a strong focus on inclusive growth linked to our wider skills and supply chain strategy, making sure that local communities and local businesses can benefit from the investment that HS2 will bring.

Chesterfield & Staveley Development Framework

We will enable this growth in the number and quality of jobs by re-shaping and transforming our places through infrastructure-led development. Those places will be allowed to flourish and cater for our changing communities, as well as providing for new communities and retaining those such as graduates who will have much wider lifestyle choices as a result.

Chesterfield Station

Chesterfield Station will have an enhanced role as both a destination and a gateway to surrounding localities. Over 1 million people already live within 30 minutes of the station. HS2 will bring Birmingham and Leeds within 50 minutes. We will bring forward development and infrastructure in tandem to provide a high quality experience for those using the



Chesterfield Station and 'Platform 4'

station. 'Platform 4' will provide a modern and attractive route across the A61 with well-designed public realm that will bring the station into the town centre, as well as allowing far greater accessibility to public transport. Unused and under-used land around the station will be developed and linked to the adjacent Waterside development to provide a mixed-use 'urban village' fit for future generations to live, work and play.

Remodelled links between Chesterfield Station and the town

The infrastructure provided to improve access to the station for HS2 services will also allow us to accelerate our ambition for the wider town centre. By taking traffic out of the historic core of the town, we can enhance the visitor experience and bring forward new opportunities for residential development with a wide and flexible mix of tenures. This will ensure far greater vibrancy within the town, which will expand to include the station area, and support the wider ambitions for growth in our key sectors.

Staveley

The proposed Infrastructure Maintenance Depot (IMD) at Staveley provides a significant opportunity to bring forward a much wider strategic development on this 150 hectare brownfield site. Through investing in infrastructure in particular local road access, we can open up not just the depot site but a whole new sustainable community of around 1,500 homes and many hundreds of new jobs.

By phasing the development, we will also be able to offer a well located construction base for HS2, bringing investment and jobs to the area well in advance of the maintenance depot. Over the longer term, we believe there is the potential to develop the area around the Infrastructure

The wider Chesterfield Station Area Masterplan wide



Maintenance Depot as a rail industry 'centre of excellence' linked to the High Speed Rail College and the NewRail centre at Barrow Hill Roundhouse.

Strategic outline masterplan for the Staveley Corridor

Characterising development at all these sites will be an approach to place-making for the future. This is led by consideration of how our communities of the future will want to live and work rather than being based on historic development models.

We will use the investment in infrastructure to develop places and homes that anticipate our changing population, putting in place flexible models in order to meet future demand. This will include providing a far better choice for older people with homes that meet current and future care needs. We will make the most of the expanding higher education offer to enable quality student accommodation, and develop places in which our graduates want to stay, live, earn and spend.

Strategic outline masterplan for the Staveley corridor



2.4 Next Steps

Our proposals for the Hub Station and Northern Derbyshire Growth Zones are long term and ambitious. Whilst the proposed development will lead to an uplift in land values and economic and social benefits, it will also require investment in local and strategic infrastructure and land remediation and assembly.

We have undertaken technical work to understand likely infrastructure and land costs and development trajectories that could be delivered to inform an initial outline business case assessment consistent with the Treasury's 'Green Book'. This work will continue to develop as our plans mature.

Further detail on delivery is contained in Section 4.

- Key**
- SWA1 Redline Boundary
- Existing Features**
- Culvert
 - River
 - Canal
 - Crossing Point
 - Road
 - Railway Line
 - Right of Way
 - Building
 - Listed Building
 - Non Designated Heritage Asset
 - Existing Trees

- Proposed Features**
- Marina
 - CS Regeneration Route
 - Road
 - Foot/Cycle Path
 - Pedestrian Zone
 - Avenue Planting
 - Public Open Space
 - Key Building
 - Railway Line
 - Canal

- Proposed Usage**
- Residential
 - Mixed use - Community / Retail / Residential
 - Mixed Use - Employment / Local Skills and crafts / Workshops / Studios / Residential
 - Mixed Use - Community / Canal related / Residential
 - Safeguarded School Site
 - Leisure - Hotel / Pub / Restaurant
 - B1 - Office and Light Industry
 - B2 - General Industry
 - B8 - Warehousing and Distribution
 - HS2 Maintenance Depot

Section 3 | Connectivity

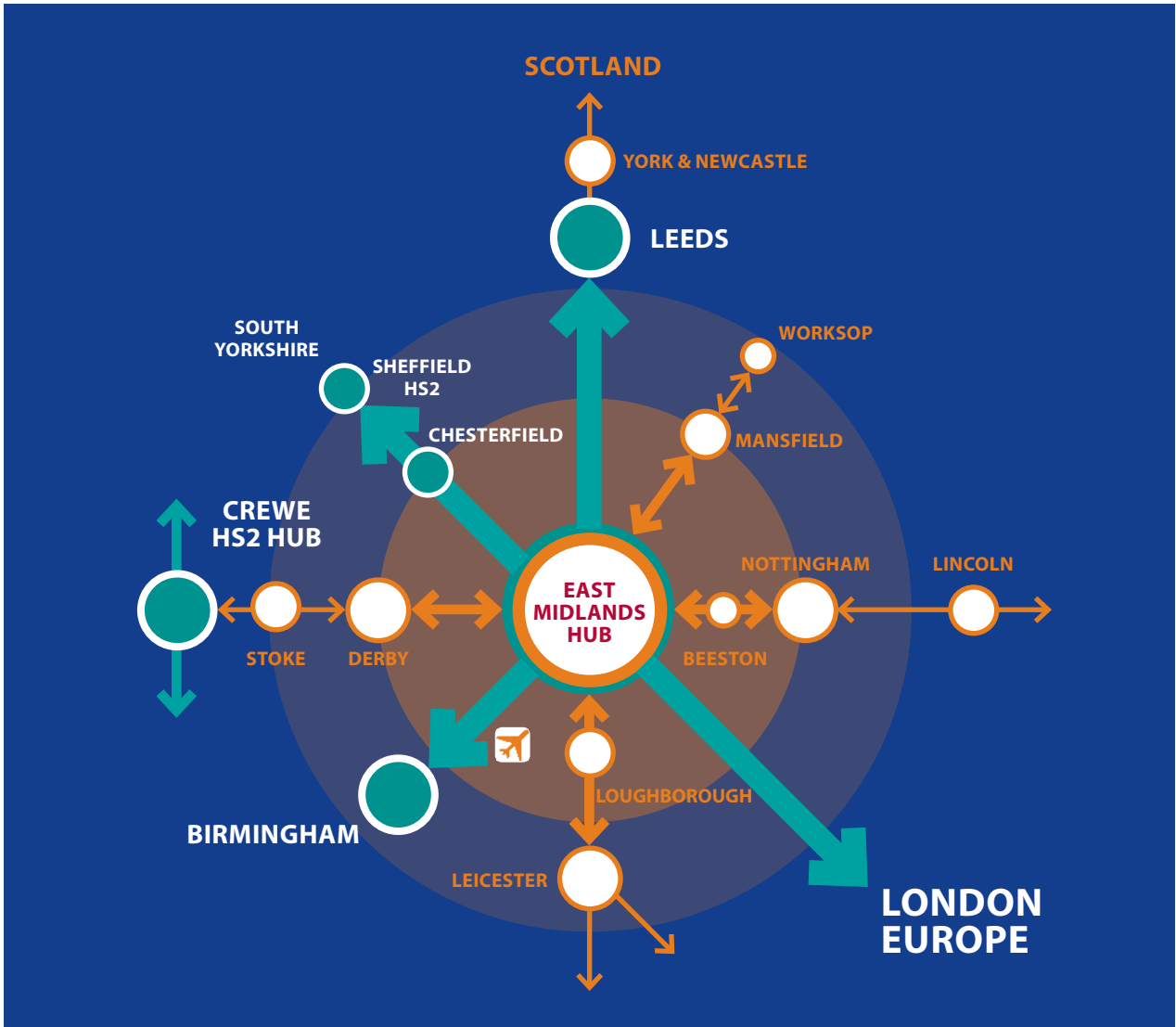
Summary

The Hub Station at Toton will already be the most connected on the high speed network outside of London and will serve a catchment of over 2 million people. Whilst the development adjacent to the Hub Station will be crucial, our early work confirmed that much of the wider economic potential of HS2 will be dependent on the extent to which we can connect economic opportunities across the East Midlands into the high speed network. In particular the city centres of Derby, Leicester and Nottingham, East Midlands Airport, and sites that exist in the towns and villages surrounding both the Hub Station and Chesterfield.

Our analysis has demonstrated which modes of transport will serve different markets most effectively – national, regional, sub-regional and local. Based on this we have set out a comprehensive, step by step approach to connectivity which will maximise transport choice for future generations, as well as tackling congestion issues that exist today.

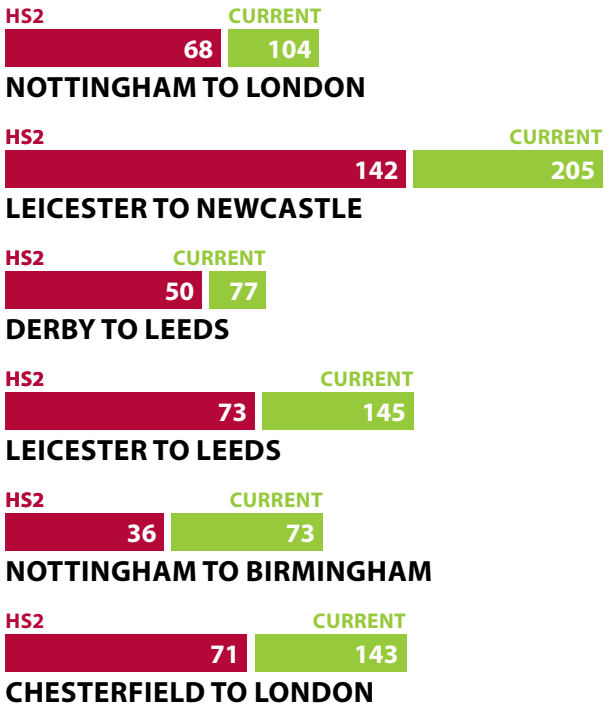
Key to this will be safeguarding the ability to extend public transport accessibility in the scope of the Government's Phase 2b Hybrid Bill, and planning now for a phased approach to delivery of highway improvements starting in RIS2.

Whilst we are confident that the measures we have identified can deliver positive outcomes, more detailed design work will be required to secure the capital funding necessary for delivery. Further work on the design and phasing of key interventions will therefore be undertaken with transport modelling developed in partnership with Midlands Connect, the outcome of which will also help to scope the necessary provisions of the Phase 2b Hybrid Bill.



3.1 National Context

HS2 will help to transform the position of our towns and cities within the UK and Midlands, making our local economies more competitive.



Midlands Connect

The Midlands Connect Strategy described how the HS2 stations at Birmingham Curzon Street, UK Central and East Midlands will form the 'hub' of the UK's high speed rail network.



Together with classic compatible connectivity at Chesterfield, Crewe and Stoke stations, this will unlock economic growth across the Midlands - provided we get the local connectivity right.

Through Midlands Connect we are taking forward a body of technical work to define and develop the local strategic connections that will maximise economic growth opportunities. Through the wider Midlands Engine initiative we are promoting the transformational benefits of HS2 to national and international investors.

For more information about Midlands Connect and the Midlands Engine, please visit:

<https://www.midlandsconnect.uk/>

HS2 East

Our work through the HS2 East partnership has demonstrated that the Eastern Leg of HS2 between Birmingham to Leeds via the East Midlands Hub Station has the best business case of any part of the proposed network - with a benefit to cost ratio of over 5 to 1.



However, the economic impact of the Eastern Leg extends further than Leeds. The proposed 'classic compatible' link to the East Coast Main Line will enable high speed rail services to serve the North East of England and Scotland – linking

six of the UK's top ten cities and 20% of national GVA. This will result in 'agglomeration' impacts of over £700 million GVA and some major journey time savings:

- Leeds to Glasgow: reduction of 90 minutes
- Sheffield to Edinburgh: reduction of 90 minutes
- Newcastle to Birmingham: reduction of 85 minutes

Together the Eastern Leg of HS2 and an enhanced East Coast Main Line provide the obvious route for reducing journey times from Scotland to London towards the three hour mark – the point at which rail becomes competitive with air travel.

For further information about HS2 East, please visit:

<http://www.hs2east.co.uk/>

3.2 Our strategic approach

Connecting key centres of population and development opportunities across the East Midlands to the high speed network will be key to realising the wider economic potential that HS2 connectivity brings.

Our analysis has demonstrated which modes of transport will serve different markets most effectively. Only by developing a comprehensive 'multi-modal' approach to connectivity can we deliver the transport choice required by future generations and start to tackle some of the congestion issues that exist today.

We also acknowledge that not everything can, or indeed should, happen at once. We have therefore set out a phased approach to improving connectivity, at least some of which can be delivered before HS2 becomes fully operational.

Heavy Rail	Primary Market
Mass Transit Strategy	Regional
Bus Connectivity	Sub-Regional & Local
Taxi Connectivity	Sub-Regional & Local
Walking and Cycling	Local and Very Local
Park and Ride	Sub-Regional & Local
Highway	Sub-Regional & Local

Our strategic approach to connectivity

3.3 Rail

Rail will be the most effective mode for accessing the Hub Station from surrounding city and town centres. It will also link the East Midlands with the major city-regions across the rest of the UK – not least by the HS2 network itself.

HS2 Services

The latest service specification published by HS2 Ltd indicates that the East Midlands Hub Station will be the best connected on the high speed network outside of London, with seven HS2 services per hour in both directions.

Impressive though this level of connectivity is, we believe there is scope for further improvements.

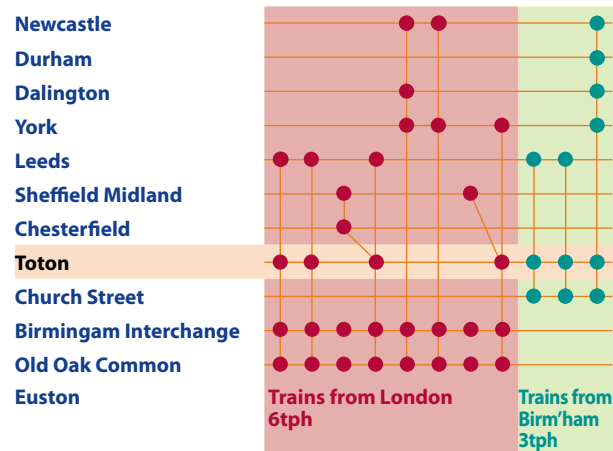
Through our work on the HS2 East Partnership we believe there is a strong economic case for the Eastern Leg of HS2 and the East Coast Main Line forming the primary route for serving Scotland, not least because it would link the financial centres of Leeds and Edinburgh and the conurbations of the North East – also a key objective of Transport for the North.

The scale of growth proposed in Chesterfield as described in Section Two makes a compelling case for both Sheffield trains stopping at Chesterfield Station rather than just one per hour.

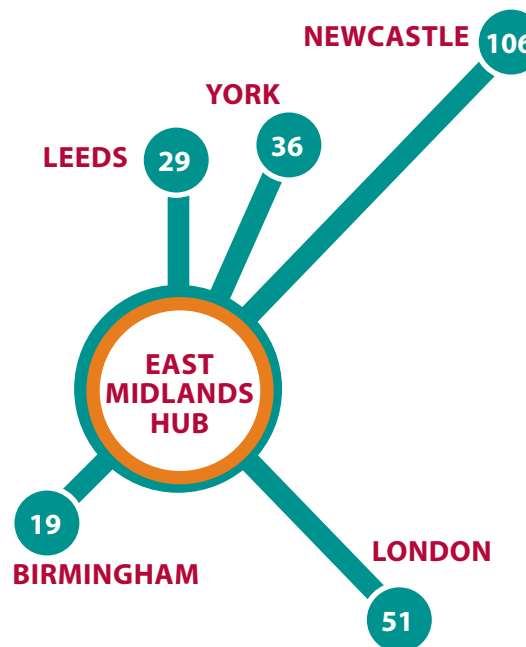
Classic Compatible Services

It is clear that although the Eastern Leg of HS2 will be designed to accommodate up to 18 trains per hour (in line with the rest of the network), the current service pattern only currently envisages nine. There is therefore scope to run additional services on at least part of the Eastern Leg. Working with both Midlands Connect and Transport for the North we believe there is a business case for two additional ‘classic compatible’ trains per hour linking Leicester and Leeds/Manchester, which would transform rail connectivity between the East Midlands and the Northern Powerhouse.

For this to be deliverable, there would need to be a ‘classic compatible’ connection between HS2 and an electrified Midland Main Line at or around the Hub Station. HS2 Ltd have developed an indicative design for how this could be delivered. Although further work will be required, we believe we have sufficient economic evidence now for the Secretary of State to make at least ‘passive provision’ for such a link in the scope of the Phase 2b Hybrid Bill.



Proposed HS2 Service Pattern for the Eastern Leg



Classic Services

In addition to the two ‘classic compatible’ services, working through Midlands Connect we have identified an additional 11 ‘classic services’ that could serve the Hub Station. These would be a mixture of ‘shuttle services’, fast and semi-fast services and stopping services. In total, this would mean the Hub Station would be served by 20 trains per hour in both directions – an outstanding level of connectivity.

HS2 Hub Station Indicative Train Service Specification (ITSS)

The service specification for the Hub Station is consistent with the wider Midlands Connect ITSS which supports the Midlands Connect Strategy published in March 2017.

The Maid Marian Line

In addition, we believe there is the potential to develop a new service linking the East Midlands Hub Station at Toton with Mansfield /Ashfield via the adaption on an existing freight line, known as the Maid Marian Line. This direct link would facilitate greater connectivity for residents and businesses to HS2 services supporting economic regeneration in the towns and contributing to the wider Nottinghamshire growth story. We are working with Network Rail to understand any implications for the wider Midlands Connect ITSS.

Capacity at Trent Junctions

A key constraint to the delivery of the Midlands Connect ITSS is the capacity of Trent Junctions south of Nottingham. We understand that HS2 Ltd will need to make some improvements to Trent Junctions to accommodate the HS2 Core proposition - although these on their own will

HS2 Services	
London - Leeds	Birmingham - Leeds
London - Leeds	Birmingham - Newcastle
London - Chesterfield - Sheffield - Leeds	
Birmingham - Leeds	London - Sheffield - York
Classic Compatible Services	
Leicester - Leeds	Leicester - Manchester
Shuttle Services	
Nottingham - EM Hub	Derby - EM Hub
Fast and Semi-fast Services	
Leicester - Crewe	Crewe - EM Hub
London - Manchester	Crewe - EM Hub
Stopping Services	
Leicester - Lincoln	Nottingham - Leeds
Leicester - Nottingham	Leicester - Derby
Norwich - Liverpool	Newark Castle - Matlock

HS2 Hub Station Indicative Train Service Specification

not be sufficient to accommodate the Midlands Connect ITSS. There is a clear operational case for avoiding multiple engineering works on this congested section of railway infrastructure – with a single enhancement scheme being the clearly favoured option. Based on our initial work with Network Rail, we believe there is a sufficient economic case now for the Secretary of State to make at least ‘passive provision’ for an enhanced scheme in the scope of the Phase 2b Hybrid Bill.

3.4 Mass Transit Extensions

The success of the Nottingham Express Transit (NET) has demonstrated the potential of mass transit to reduce congestion, increase transport choice and connect people to jobs and services. It will therefore be a key element of the connectivity strategy for maximising the economic benefits of the HS2 Hub Station. Given the technical challenges and the scale of investment required we recognise the importance of taking a phased approach to delivery.

Extending NET to the Hub Station

The first phase would be to extend the tram from the park and ride site at Toton Lane to the Hub Station – a distance of around one mile. This will connect the Hub Station to key locations such as the Queens Medical Centre, the University campus and the Enterprise Zone, and complement the heavy rail service to Nottingham City Centre. This link will need to be in place when the Hub Station becomes operational to serve the Nottingham Enterprise Zone sites and to establish the principle tram access in the public’s mind.

Extending Connectivity over the Hub Station

Our work has highlighted a number of options for extending connectivity to the west of the Hub Station towards Derby and East Midlands Airport which would have significant economic benefits. These could be delivered by bus rapid transit (BRT), tram-train as well as by NET extensions. Further work will be required to determine the optimum routes and modes. These options would require a link over the Hub Station (similar to the arrangement at Nottingham Station), which would be costly to retro-fit. We have therefore included a public transport overbridge into our proposals for the Hub Station. At this stage, it is unlikely that this on its own will require provision for further land take in the Phase 2b Hybrid Bill, however it may impact on the required Environmental Impact Statement.

Options to Derby

There are two main options for connecting Derby. The first would follow the route of the A52. This would be fast – but not as fast as the classic rail service from Derby Station. It would be direct, but serve a limited population catchment. The relatively high cost of developing this as a tram route would appear to make it unviable - although it could have potential as a route for a lower cost form of BRT.

The second option would run to the south of the A52 and link the Hub Station with Long Eaton, and then on to Breaston, Borrowash, Spondon, Pride Park and Derby Station. It would be slower, but serve a much larger population catchment. It would be cheaper to develop as a tram route, but could impact on the proposed canal

restoration project. It could be developed in phases, the first comprising a NET extension to a park and ride site west of the M1.

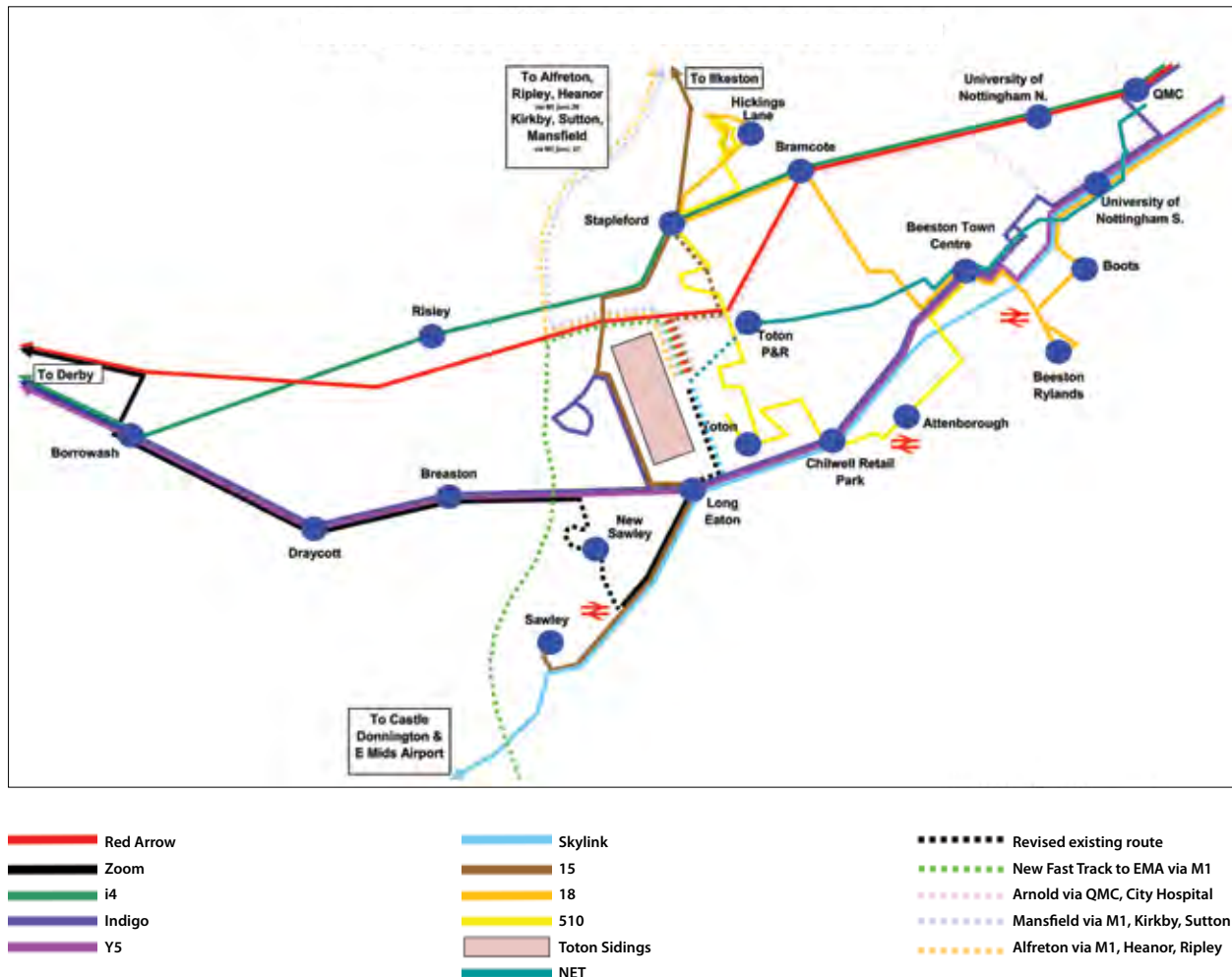
Options to East Midlands Airport and the East Midlands Gateway Rail Freight Interchange

There are a number of potential routes to the airport. Following the rail corridor south from the Hub Station before heading west is likely to be the quickest and would limit environmental impacts on Long Eaton town centre. It also has potential for a tram-train solution should this become a viable technology in the UK. The scale of employment growth proposed at East Midlands Gateway, the potential for a 'Free Trade Zone' around the airport, as well as the projected growth in air passenger numbers means such a link could have significant economic benefits.

3.5 Bus & Taxi

Bus travel will continue to be the backbone of the local public transport for many people. There is already a comprehensive network of bus routes and services across the sub-region which could be developed to serve the Hub Station from a wide range of locations.

The key challenge for operators from a commercial perspective will be to ensure that the Hub Station does not become a 'terminus' destination. Buses (and taxis) must therefore be able to pass through the Hub Station to also serve surrounding communities across the wider sub-region. Our proposed configuration of local road links between the Hub Station and Long Eaton, Stapleford,



Options for bus services serving the Hub Station

Sandiacre and Toton, as well as access from the A52, would enable a commercially viable network of bus services to be established.

For Chesterfield, a new road link into the south of the station complex for buses and taxis will provide a through route that will integrate the existing station into local public transport networks more effectively.

3.6 Cycling & Walking

Every rail passenger is a pedestrian at the point of boarding a train. Making the Hub Station and the immediate surrounding environment pedestrian friendly will make travel by train more attractive and help to drive patronage.

It is also important that local people in surrounding communities have safe and attractive routes for walking and cycling – not just to the Hub Station but also to and within the proposed Innovation Village. Cycling and walking are likely to become more attractive options to future generations as public attitudes to travel continue to change. This trend has been reflected in the core design principles we have established that will underpin future development on the Hub Station site.

For Chesterfield, we have set out proposals known as ‘Platform 4’ for enhancing pedestrian and public transport accessibility between the Station and the town centre over the A61 dual carriageway.



Proposed pedestrian access to and across the Hub Station development site

3.7 Park & Ride

A well-coordinated and managed park & ride strategy can help to reduce the impacts of congestion and provide viable transport choices for local communities.

There are opportunities to develop park and ride facilities serving the Hub Station in tandem with a phased roll out of an extended mass transit system. The existing park &

ride site at Toton Lane (1,300 spaces) linked to the tram will be retained, albeit in modified form. In addition to a multi-storey car park at the Hub Station itself (1,300 spaces proposed), there is an opportunity to develop an additional parking facility of a similar size west of M1 Junction 25 linked to a first phase extension of the tram over the Hub Station.

This would give a third car park option and the ability to manage travel demand to the Hub Station site in a more flexible manner - as well as an ability to reduce pressure on M1 Junction 25.

On the Derby side of the A52, there are options for park and ride sites on the east side of Derby as part of a mass transit system linking Pride Park and Derby Station to the City Centre, which could ultimately connect to the Hub Station.

3.8 Strategic & Local Road Access

Despite the focus on public transport, cycling and walking, access by private car will still be important, and a 1,300 space multi-storey car park is proposed at the Hub Station. However this will require a highway solution that must also address a number of existing challenges.

Access from the A52 and M1

Access from the strategic road network into the Hub Station Site will be critical. Our technical work has suggested that a single access from the A52 into the site for all movements is unlikely to be deliverable. Whilst an engineering solution could be developed, it would be very expensive, environmentally damaging and take up valuable land that could be better used for economic development purposes.

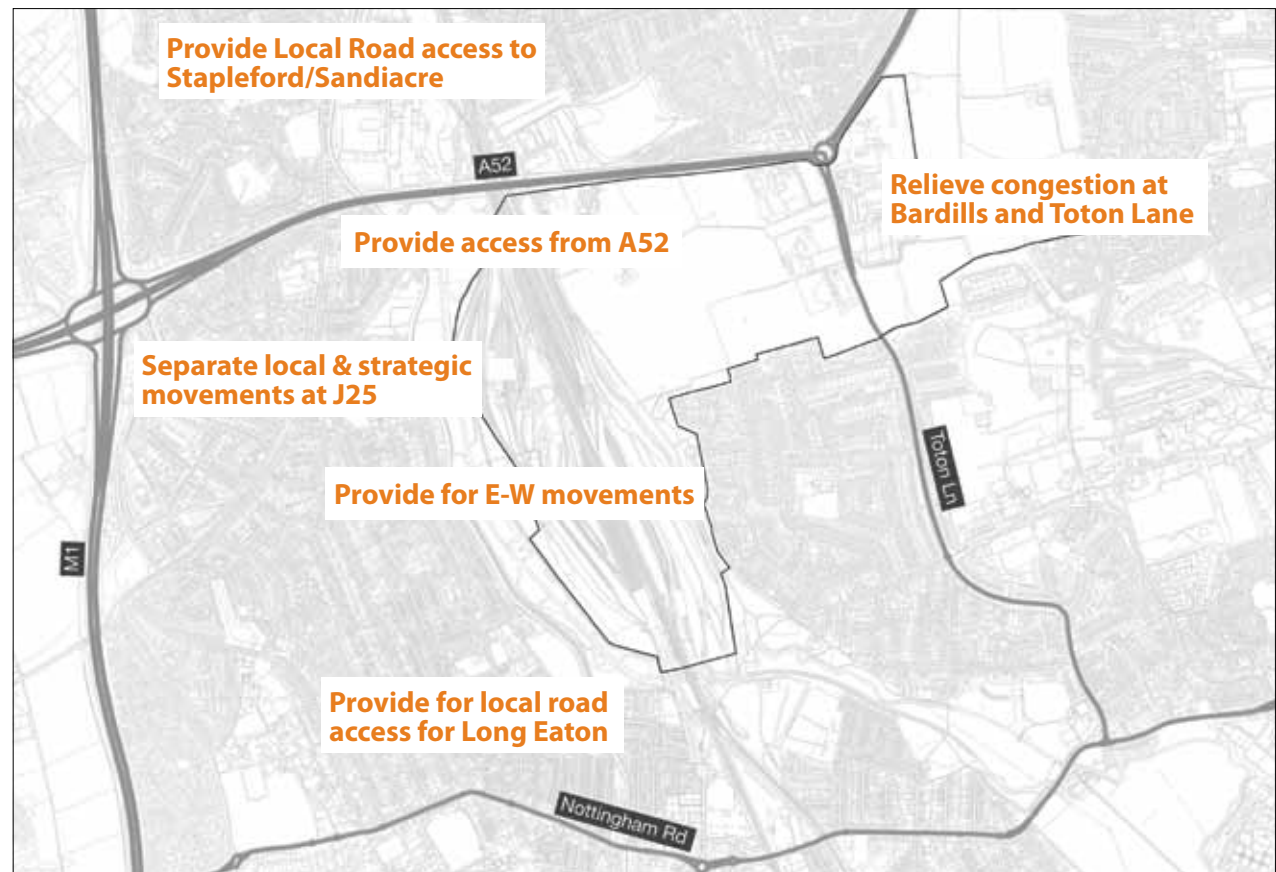
As a result, a phased approach is proposed comprising the following key moves:

1. A new 'at grade' junction on the A52 east of the Bardills Roundabout linked to a new Toton Lane, which would provide access from Nottingham to the east of the Hub Station site and support the early phases of development of the 'Innovation Village';

2. A new 'off set' junction on the A52 to the west of the M1 which would remove local movements from M1 Junction 25 and provide a more direct route under the motorway into Long Eaton;
3. A new 'grade separated' junction on the A52 to the north of the Hub Station to provide access from Derby and the M1 – which has the potential to make

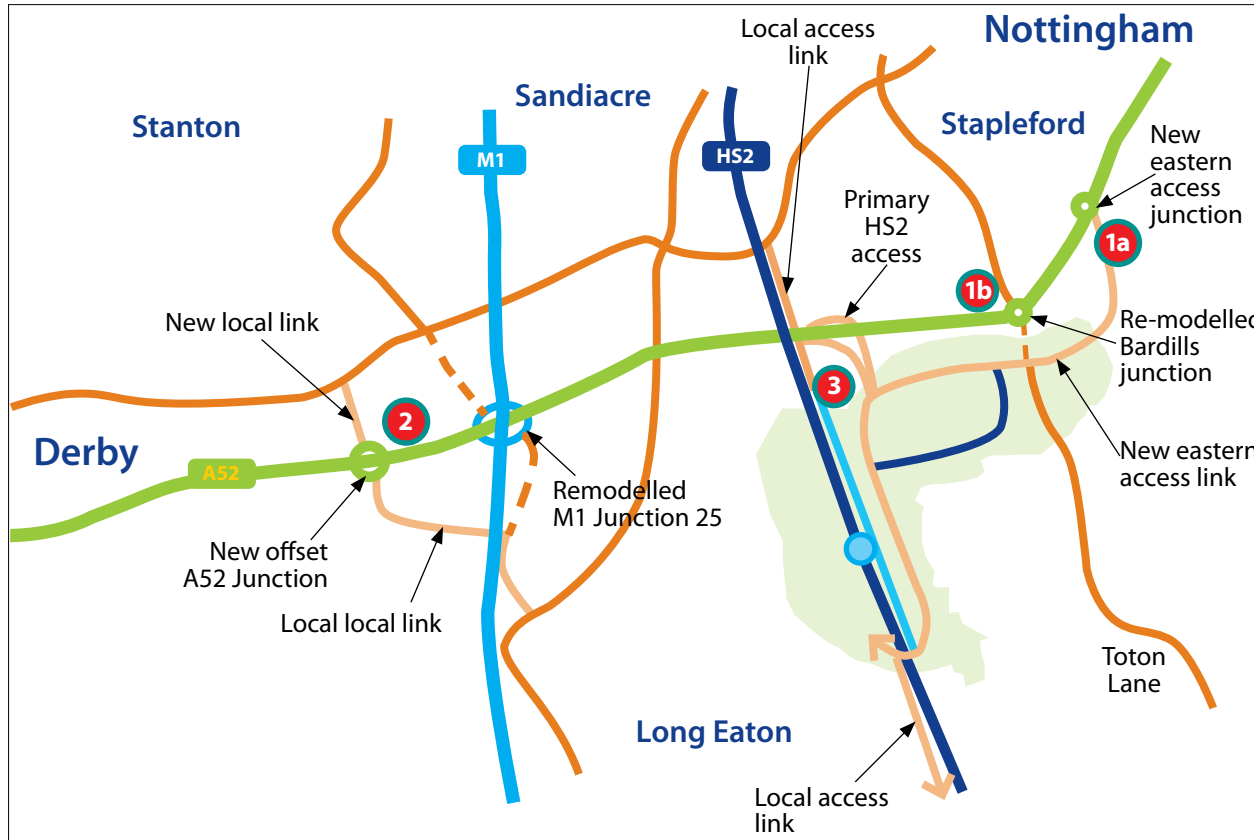
use of the construction access required by HS2 Ltd to build the Hub Station;

Our technical work suggests there is scope to deliver key moves 1) and 2) in advance of the Hub Station opening. The scale of existing problems and likely future traffic growth on the A52 corridor suggests that there is already a strong case for Highways England working with Midlands



Strategic & Local Road Access Challenges

Access from A52 and M1



Local Road Access

As described above, local road access to the Hub Station from Long Eaton, Stapleford, Sandiacre and Toton will be important to secure commercially viable bus and coach services and taxis – as well as safe cycle routes. We have developed a proposal for local access that can be integrated into the design of the Hub Station and which will complement the proposed strategic links. Key to this will be the development of a local road link running under the HS2 and classic rail tracks to the south of the Hub Station.

3.9 Next Steps

We are clear that whilst all the individual elements of our connectivity strategy will have positive outcomes, the real benefits will only be achieved by taking an integrated approach to scheme development and delivery.

We will therefore develop our proposals further through a project joint funded by Midlands Connect, East Midlands partners, HS2 Ltd and Highways England, known as the East Midlands Gateways Connectivity Plan. Phase 1 will use transport modelling to optimise the package of interventions and develop business cases for individual schemes capable of securing capital investment. Phase 2 will examine connectivity issues over a wider strategic area including the long term future of the M1.

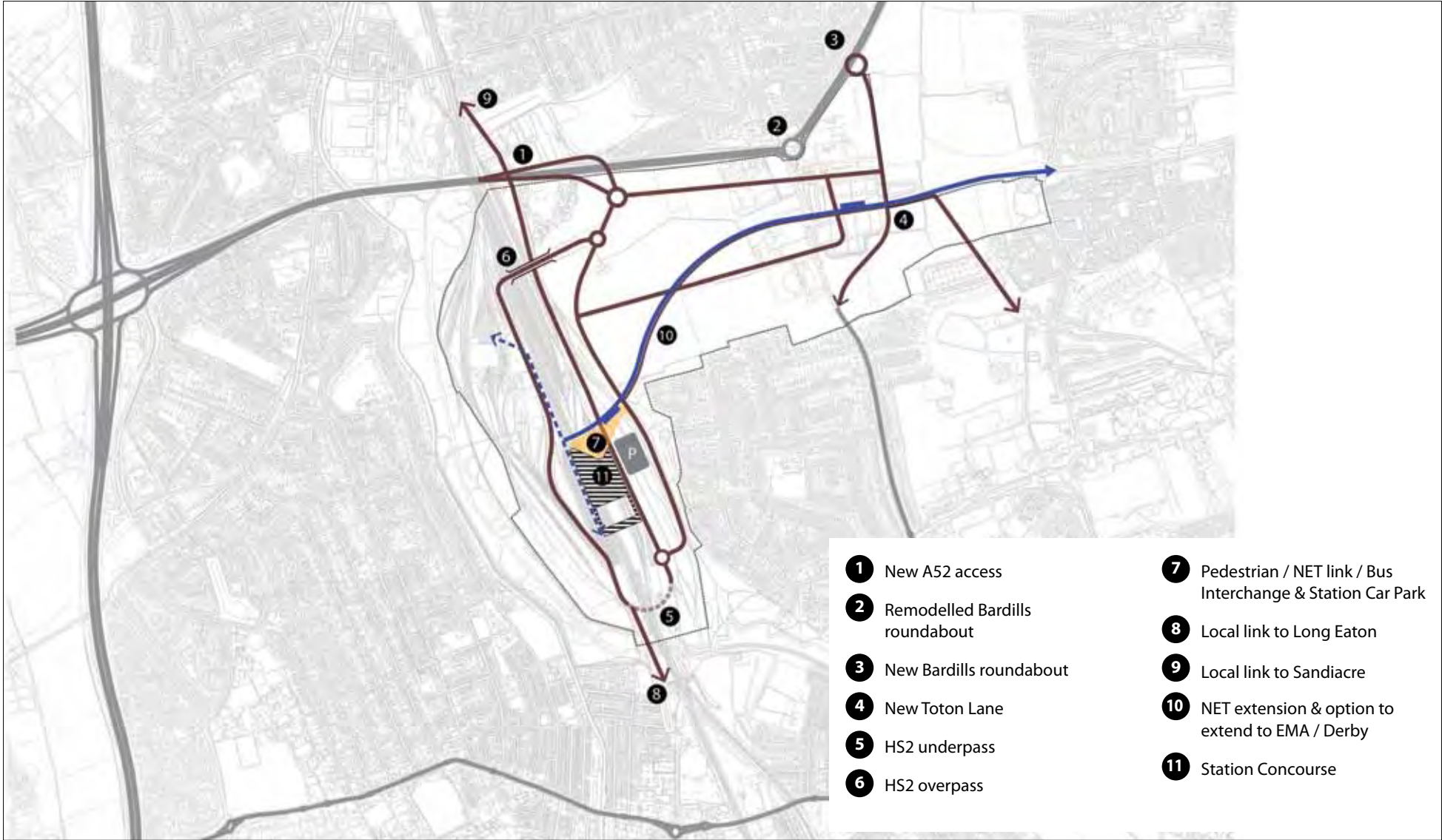
Further detail on delivery is contained in Section 4.

Connect and local partners to make a proposal for major scheme funding in RIS 2 – which would also contribute to a comprehensive connectivity strategy for the Hub Station.

A direct link to the Hub Station from the north through 3) will be linked to the construction of the station itself by HS2 Ltd and may be able to make use of any temporary construction access required by HS2 Ltd.

Finally there is the potential to establish a Park & Ride site west of the M1 linked to a tram extension and the proposed 'off-set' junction on the A52. This would provide a further car parking option for the Hub Station and help to manage movements through M1 Junction 25.

Local Road Access Diagram



Section 4 | Delivery

Summary

We have undertaken a number of technical studies to understand the costs and benefits of various scales and rates of development to inform the development of an initial outlines business case for our proposals consistent with Treasury requirements, which is set out in a separate document. This work will evolve and become more granular as our growth proposition matures.

There is potential for significant employment and housing development across the East Midlands Hub and Derbyshire Growth Zones. This will make a significant contribution to the Government's rebalancing agenda and provide an impetus for growth across the wider East Midlands where there is potential to deliver an additional 74,000 jobs and £4 billion of GVA above trend.

We have set out the key moves necessary to deliver our proposals for people, place and connectivity and highlighted the immediate measures necessary to safeguard future opportunities. Detailed proposals are set out in Appendix 1.

We are keen to work with Government to develop propositions for powerful locally led development bodies that can deliver our ambitions for the Hub Station and Northern Derbyshire Growth Zones and contribute to the wider East Midlands vision for HS2.

4.1 Developing an Investible Proposition

Realising our vision for growth will require a combination of strong leadership and clear decision making. To inform this we have undertaken a comprehensive programme of technical work to inform our thinking and provide the evidence base for this Growth Strategy, including:

- Comprehensive non-statutory development frameworks covering the East Midlands Hub and Northern Derbyshire Growth Zone;
- A number of concept studies to assess the options for key infrastructure moves, including relocation of the existing rail depots at Toton, strategic highway access and mass transit extensions;
- A Development Infrastructure Funding (DIF) Study to understand the costs and benefits of different scales and rates of development; and a funding and delivery mechanisms study to identify options for forward funding of key infrastructure and delivery vehicles.

This information has been used to construct an initial outline 'business case' document for our proposals consistent with the Treasury's 'Green Book' guidance and will provide the basis for an ongoing dialogue with Government and HS2 Ltd. This work will evolve and become more granular over time as our growth proposition matures.

Some of the major infrastructure investments will be subject to a separate business case through other established Government programmes such as the Roads Investment Strategy (RIS). This still requires a high-level

case to be made through the Growth Strategy, as well as effective co-ordination of planning, funding and delivery with other Growth Strategy interventions.

4.2 Key Moves

The work we have undertaken to date has identified a series of key moves that will be required to implement the Growth Strategy, including a number of immediate actions which will be necessary to safeguard future opportunities. Further detail on these and the necessary enabling measures by Government and its delivery bodies is set out in Appendix 1.

People

Our immediate priorities can be delivered largely within existing resources with strong local leadership from the LEPs and the East Midlands Chamber of Commerce and comprise:

- Establishing a **co-ordinated approach to business** support that will help local SMEs benefit from HS2 related contract and supply chain opportunities;
- Establishing a **'rail industry innovation group'** through Rail Forum East Midlands; and
- Developing a **comprehensive HS2 awareness campaign** aimed at raising the ambition of people and businesses to make the most of HS2.

Over the longer term, we would expect mainstream Government funding for skills and business support activity to be refocussed around our priorities and complement the strategic approach to skills envisaged by the Midlands Engine.

Place

For the **East Midlands Hub Growth Zone** there are a number of planning, land assembly, remediation and infrastructure issues that will need to be addressed to enable our vision of a 'network of garden villages' to be delivered in full. In the immediate short term, it will be vital to ensure that existing planning consent for the Lime Rise development close to the Hub Station can contribute positively to the delivery of our growth vision.

In addition, there is a need for further work with the relevant organisations on options for relocating the rail siding and depot activity, and the electricity sub-station to locations outside of the Hub Station site, and on the expansion and relocation of existing school provision to a better location within the site.

Elsewhere, we are keen to take forward further work with the Ministry of Defence and the Homes and Communities Agency to ensure that the re-development of the Chetwynd Barracks can actively contribute to our vision for a 'network of garden villages'.

In the **Northern Derbyshire Growth Zone** the key priority in Chesterfield will be the delivery of proposals to transform pedestrian and public transport connectivity between the rail station and the town. For Staveley, the early priorities will be to confirm the depot site as a construction base for HS2 and to secure the first phases of the Chesterfield and Staveley Regeneration Route, including the provision of improved public transport and pedestrian links necessary to deliver the wider Staveley masterplan.

Connectivity

Our immediate priority is to safeguard the potential to secure a **classic compatible link** at the Hub Station and for **enhanced capacity at Trent Junctions** capable of delivering the Midlands Connect ITSS. These will require the scope of the Phase 2b Hybrid Bill, which is due to be considered by Ministers in the autumn of 2017, to include provision for the necessary land take.

The **public transport overbridge** and **local road connections** proposed for the Hub Station will impact on the Hybrid Bill and, the associated Environmental Impact Statement, and will need to be incorporated into the emerging Hub Station design commissioned by HS2 Ltd.

We will need to confirm support from Highways England and HS2 Ltd to take forward the first phase of the **East Midlands Gateways Connectivity Plan** with Midlands Connect. This work will optimise the package of interventions proposed to serve the Hub Station and develop business cases for individual schemes capable of securing capital investment. However we believe we have a sufficient case now for Highways England to identify funding in RIS2 to **develop a major scheme on the A52/M1 J25** that address existing congestion issues and contributes to the wider solution for accessing the Hub Station.

4.3 Proposals for Delivery Bodies

The geographic and political context for the area around the Hub Station is complex, spanning a number of local planning authorities, local transport authorities and local enterprise partnerships. Our work to date has highlighted a range of potential delivery and funding mechanisms that would help to enable development, in particular options for Tax Increment Financing (Tif). But these will require a strategic approach to investment over a number of administrative areas to be effective.

There is a local appetite to establish a **powerful delivery body** that could work at a scale to drive forward our growth vision for a network of garden villages. There are a range of options, including the potential for the kind of 'locally-led development corporation' envisaged by the Neighbourhood Planning Act 2017.

We would like to work with Government over the coming months to develop a proposition for a delivery body for the Hub Station Growth Zone that could begin to operate in 'shadow form' with initial seed-corn funding from 2018 onwards.

For Chesterfield and Staveley, the geography is less complex with the key moves all within the administrative area of Chesterfield Borough Council. Here a **local development company** solution may be more appropriate, which can also contribute to the delivery of the wider Derbyshire growth story.

It will be important to ensure that development in both Growth Zones continues to contribute to the wider East Midlands vision for HS2 under the auspices of the East Midlands HS2 Strategic Board.

4.4 Mitigation

Whilst HS2 has the potential to bring great benefits to the East Midlands, the scale of the new infrastructure involved will also result in some negative impacts – particularly in the short term. Although the line of route has been designed to minimise impact on environmental assets, challenges remain in a number of locations in Derbyshire, Leicestershire and Nottinghamshire.

Similarly, where the line passes through urban areas, for example Long Eaton, some existing businesses will have to re-locate to alternative premises. Whilst the Government has put in place a compensation scheme to assist those directly affected, councils are keen to ensure the jobs and investment are retained in the local area wherever possible.

The East Midlands HS2 Strategic Board has established a 'mitigation sub-group' to work with DfT and HS2 Ltd to help develop detailed designs for key structures that will minimise and mitigate the environmental impacts of the line, and look to ensure that existing businesses can continue to thrive. As work starts on the development of the Phase 2b Hybrid Bill, it will be important to ensure that councils are able to inform the detail of the Government's proposals on both an individual and collective basis.

4.5 Phasing of Delivery

This Growth Strategy demonstrated the scale, complexity and interdependencies between programmes involving a range of partner agencies. Many of these programmes involve major schemes that take many years to develop and deliver. Although HS2 Phase 2b is not due to become fully operational until 2033, the lead in times are such that key decisions on what might be included within the Hybrid Bill and accompanying Environment Statement will actually be taken during the coming months. With appropriate funding and collaboration a number of key moves can be implemented in the short term.

Although the development may reach maturity in 2043, by the time HS2 opens there will in fact already be a new place (the 'Innovation Village') emerging around the station to welcome the first passengers. For this to be achieved, the delivery partners will need to build momentum over the next 12 months and it is recognised this will require dedicated resource and governance.

The evidence base underpinning the growth strategy provides a clear indication of the growth potential and promotes a range of key infrastructure concepts and moves. However, in order to take these forward and in particular promote some of them for possible inclusion in the Hybrid Bill, the partners are clear that more detailed studies and analysis will be required and these will need to be developed in tandem with the work being undertaken for the railway.

This highlights the need to establish a dedicated team and for further resources to commission and manage the work programme for the East Midlands HS2 Strategic Board.

Phases of Delivery	
2017-2022	Hybrid bill development, business case development (RS2/CP6), land strategy and delivery body; early phases of development
2022-2027	Early infrastructure development and key moves (e.g. depot relocation), next phases of development
2027-2033	HS2 Construction & completion/testing
2033	HS2 becomes fully operational - local economic development builds momentum
2033-43	Development to maturity

4.6 First Phase Priorities

The focus up to 2022 will be on ensuring the provisions of the Phase 2 Hybrid Bill enable our vision for the Hub Station and priorities for local and strategic connectivity to be implemented. Delivery of improvements to the A52 at Bardills and Toton Lane will enable the early phases of the Toton Innovation Village to commence, helping to build investor confidence. Completion for the first phase of the East Midlands Gateways Connectivity plan will progress the wider mix of strategic and local interventions to detailed design stage. To be successful, all this activity will need to be underpinned by the establishment of a properly resourced and empowered local delivery body. The early completion of first stages of the Chesterfield/Staveley Regeneration Route and Station Link Road will help to kick start development in the North Derbyshire Growth Zone.

Appendix 1

Appendix 1: Enabling Measures by Government and its Delivery Bodies

- 1 High level Ministerial endorsement of the East Midlands HS2 Growth Strategy, including through:
 - Funding the establishment of a 'shadow delivery body' to start implementing the Growth Strategy locally and to establish a viable mechanism for capturing a proportion of development value necessary for infrastructure delivery; and
 - Promotion by Government and its delivery bodies of key development opportunities set out in the Growth Strategy to national and international investors consistent with the Midlands Engine Vision for Growth.

 - 2 Support from DCLG for the concept of a 'Network of Garden Villages' around the Hub Station by:
 - Empowering the HCA to establish a strategic land strategy that will facilitate enabling infrastructure and subsequently to bring forward early phases of development; and;
 - Using other funding including the current Housing Infrastructure Fund (HIF) to help bring forward early phase infrastructure.

 - 3 Support from DfT and its delivery bodies for the implementation of early connectivity priorities related to the Hub Station, through:
 - Ensuring Highways England and HS2 Ltd contribute gap funding towards the East Midlands Gateway Connectivity Plan Phase 1 Study;
 - Funding the delivery phases 1a/b of the A52 Access Strategy to enable the initial phases of the Toton 'Innovation Village' to commence before 2022; and
 - Identifying funding in the next Road Investment Strategy (RIS2) to develop a major scheme to address capacity at M1 Junction 25 and access the Hub Station from the A52 (phases 2 & 3 of the A52 Access Strategy) – also making the necessary provisions within the Phase 2b Hybrid Bill & Environmental Statement.

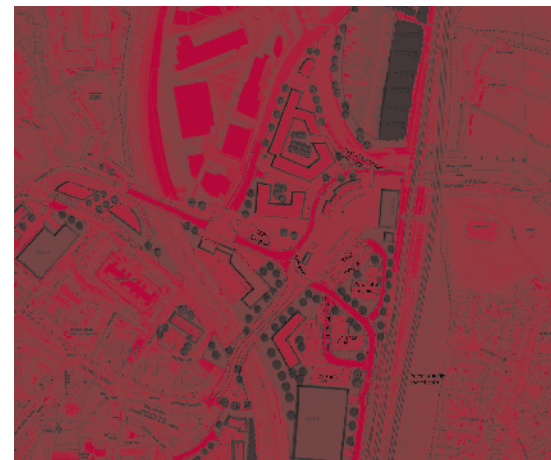
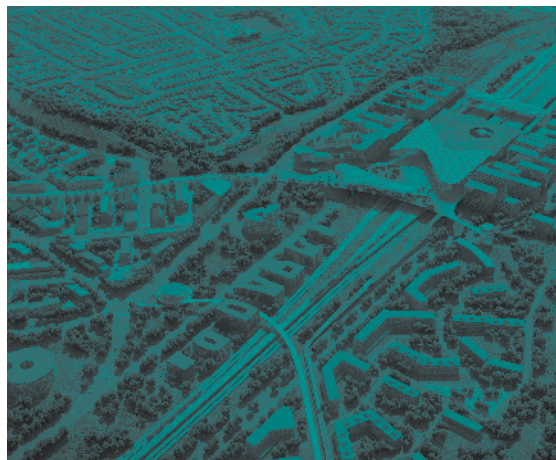
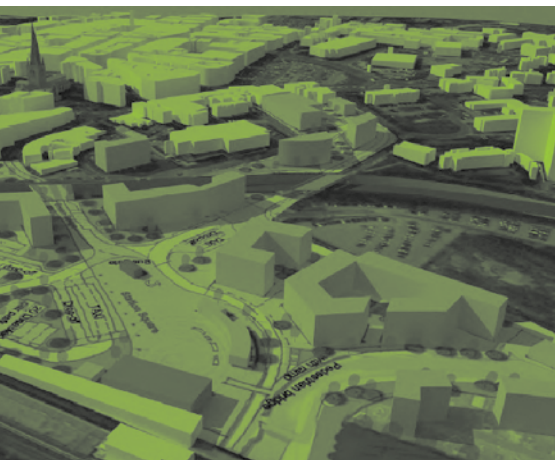
 - 4 DfT/HS2 Ltd to ensure that the Phase 2b Hybrid Bill and accompanying Environmental Statement make provision at and around the Hub Station for:
 - Capacity improvements to classic rail connectivity to the south and north of Toton HS2 station, including Trent Junctions; optimising the integration of classic and High Speed Rail services and including a 'classic compatible link' to transform connectivity between Leicester and the north of England.
 - An integrated station design including moving the station concourse north to better connect with tram and Public Transport Interchange with an integrated deck connecting east/west over the HS2 track to better integrate the Toton station into the heart of the new place – the Toton 'Innovation Village'. This would include provision of a second transfer deck to the south of the main concourse to provide improve capacity and interchange between services.
- Fully integrated public transport interchange and walking routes connecting surrounding communities to promote sustainable travel, reduce the need for car parking and thereby, make best use of land and local assets including the tram as a means of linking Park & Ride facilities with the station.
 - North/ South connectivity through the site to connect Long Eaton and Stapleford and to enable local communities to access the station by all modes.
 - A clear car parking strategy with a decked car park at the station (premium) complemented by NET based Park and Ride.
 - Provision for three bridges as follows:
 - Integrated with concourse deck to create east/ west route for tram and sustainable transport links between east and west development areas and to Long Eaton, airport and Derby;
 - Multi-modal bridge south of the A52 to enable resilience in the local network connections to the western development area; and

Appendix 1

Appendix 1: Enabling Measures by Government and its Delivery Bodies

- Pedestrian bridge at mid-point between the above to connect new communities.
 - Provision for an underpass under the Network Rail and HS2 lines to the south of the concourse to enable links between Stapleford, Long Eaton and the station by various modes and in particular public transport but as a secondary primary access connecting east and west development areas within the Innovation Village.
- 5 Separately to ensure the Phase 2b Hybrid Bill and accompanying Environmental Statement make specific provision to deliver the NET tram extension from the existing Toton Park & Ride to the HS2 Station consistent with the provisions set out above.
 - 6 DfT/HS2 Ltd to designate Staveley as a major construction hub/railhead for the construction of Phase 2b in addition to the establishment of the Infrastructure Maintenance Depot.
 - 7 Government to make a contribution towards the delivery of the Chesterfield/Staveley Regeneration Route and Chesterfield Station Link Road to unlock early development and growth in the corridor.
 - 8 Further financial and technical support from Network Rail, HS2 Ltd and HS2 Growth Partnership to work collaboratively on the relocation of the DBS Depot and Network Rail Sidings to enable development, growth and transport connections through the Hub Station area.
 - 9 DfT/HS2 Ltd to amend the HS2 Indicative Train Service Specification (ITSS) to ensure that both Sheffield HS2 classic compatible services stop at Chesterfield.
 - 10 Commitment from DfT/HS2 Ltd to at least partially open the Hub Station at Toton by 2030 rather than 2033, to generate additional passenger revenue and accelerate the delivery of the Toton 'Innovation Village'.

For more information please contact:
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Broxtowe
Borough
COUNCIL

ICT Strategy

2017 - 2021

Working with you to achieve more





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To provide relevant Information Technology Services that, in terms of economy, efficiency and effectiveness, our customers regards second to none.



Ruth Hyde OBE

*Chief Executive
Broxtowe Borough Council*



Andrew Muter

*Chief Executive
Newark and Sherwood
District Council*



Allen Graham

*Chief Executive
Rushcliffe Borough
Council*

Foreword

Broxtowe Borough Council, Newark and Sherwood District Council and Rushcliffe Borough Council entered into an ICT shared service agreement in July 2012.

Employees rely on access to ICT equipment, systems and online information to perform their day to day jobs. Customers expect services to be online and available on an anytime and anywhere basis in addition to the traditional access channels of telephone and face-to-face.

The partnership are continually looking to achieve maximum value for money from their ICT investments. Connectivity solutions are key in supporting greater accessibility, flexibility and information provision. The increasing complexity of ICT solutions, their rapid evolution and the need to be agile in responding to organisational and customer needs and to partnership opportunities that reduce cost, increase resilience and improve quality requires a less traditional approach to ICT strategy moving forward.

The rationalisation of property assets at all partner sites has seen large logistical projects being delivered or in the process of being delivered. Reliance on ICT infrastructure and solutions to support an agile and flexible working culture is a significant part of this overall transformation.

The success of this shared strategy depends on close partnership working. We will look for new partners and explore commercial opportunities. We will continue to explore opportunities that promote common software and hardware solutions and consequently deliver platforms that will provide the prospect of back office shared service.

Shared Services

The five common strategic elements presented in the graphic opposite have proven to provide a strong foundation for shared ICT service delivery. All three organisations are now at a similar maturity level in relation to the strategic delivery of each of these five common strategic elements.

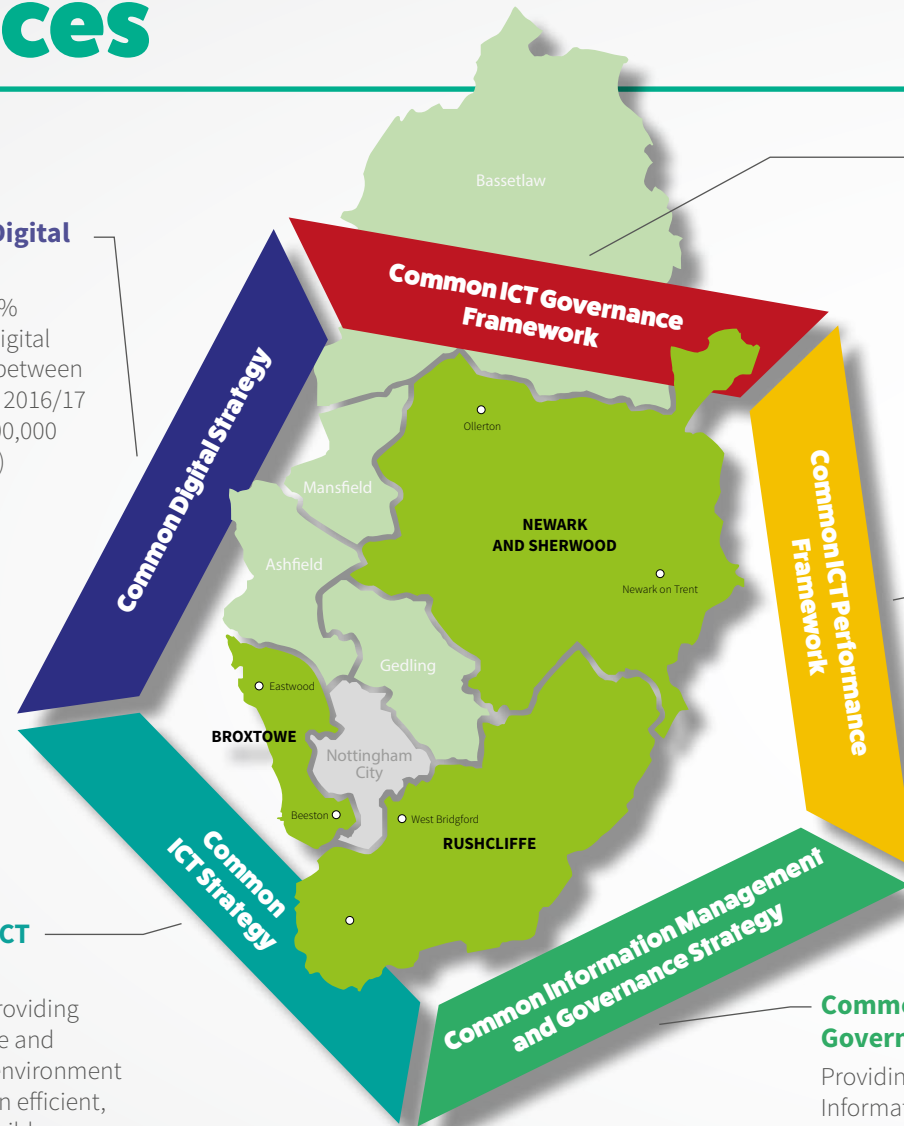
The common ICT strategy document that follows has been developed following consultation across the entire partnership and will further promote and support good customer services along with a culture of agile and flexible working arrangements for employees and members.

Common Digital Strategy

Delivered 83% increase in digital transaction between 2014/15 and 2016/17 (now over 300,000 transactions)

Common ICT Strategy

Emerging providing a sustainable and responsive environment to support an efficient, agile and flexible working culture.



Common ICT Governance Framework

Providing:

- Risk management
- Performance measurement
- Resource management
- Value delivery
- Business strategic alignment

Common ICT Performance Framework Providing:

- Consistent report across the partnership
- Benchmarking opportunities
- Assurance
- Transparency

Common Information Management and Governance Strategy

Providing an Information Security Management System (ISMS):

- Training framework

- Policy Centre
- Communications and engagement strategy
- Process and tools

Introduction

Purpose

This document sets out the Council's strategy for Information Communication and Technology (ICT) over the period 2017 to 2021.

The role of ICT is essential to the delivery of all of the Council's services and is fundamental to most business change programmes across the organisation.

While the strategy contains broad strategic objectives along with the rationale behind those objectives, including the benefits and deliverables that will be achieved it does not set out to provide a strict formula or action plan dictating the approach. An emerging strategy will therefore exist enabling an agile approach to operational delivery, taking advantage of new proven developments and partnership opportunities.

The ICT Strategy reflects the Council's vision and Corporate Plan in promoting cost effectiveness and excellence in front line service delivery. The Council's vision as articulated in the Corporate Plan is:

'a great place where people enjoy living, working and spending leisure time'

The Corporate Plan identifies 5 key priorities, which form the key action areas to achieve the vision for the Council. These priorities are:

 Housing	A good quality affordable home for all residents of Broxtowe
 Business growth	New and growing businesses providing more jobs for people in Broxtowe and improved town centres
 Environment	The environment in Broxtowe will be protected and enhanced for future generations
 Health	People in Broxtowe enjoy longer, active and healthy lives
 Community safety	Broxtowe will be a place where people feel safe and secure in their communities

Our values are:

- integrity and professional competence
- a strong, caring focus on the needs of communities
- continuous improvement and delivering value for money
- valuing employees and enabling the active involvement of everyone
- innovation and readiness for change

The ICT Strategy is an enabler to assist the Council in achieving its vision.

*economy, efficiency
and effectiveness*

ICT Vision

The ICT Strategy defined within this document seeks to accomplish the following five part vision aligned with the Corporate Plan, and the ICT mission

statement of Economy, Efficiency and Effectiveness:

- 1 ICT as an enabler for **efficiency** savings and service improvements.
- 2 Responding in a flexible and agile way to **customer** needs, with emphasis on digital by design / channel shift through automation and enabling of online and self-service.
- 3 Standardisation of strategies, policies, processes and technologies to enable good practice operation and **partnership**/shared service opportunities.
- 4 Modern architecture enabling efficient operation and supporting the agile/flexible working **culture**
- 5 Robust arrangements for **business continuity, information governance** and **security**.



Corporate Plan – Strategic Alignment

The five part vision for ICT set out above supports the Corporate Plan in promoting cost effectiveness and excellence in front line service delivery.

In particular, the successful implementation of the ICT strategy will:

- Improve the **efficiency** of the Council by implementing new or improved methods of working that are either more cost effective (for example by reducing travel or reducing paper consumption) or by enabling employees to be more efficient with their time (for example by using agile/mobile technologies to maximise the presence of employees in their primary place of work). These efforts will also directly support a further corporate objective of the Council, which is that the environment will be protected and enhanced for future generations. Ensuring that the technology implemented reduced where possible the environmental impact is implicit and runs through the entire ICT vision and strategy.
- Encourage and facilitate **partnership** as part of the Council's operating model by creating shared good practice strategies, policies, processes and the alignment of technologies and systems.
- Provide employees with the most appropriate ICT tools and processes to enable them to deliver cost effective and efficient **customer focused** services.
- Through efficient technology platforms support the Council's commercial services to enhance **income generation**.
- Through effective **business intelligence**, improve the information available to members and officers so that it is of a high quality, up-to-date, complete, presented in an appropriate format and is available at anytime and at any place, creating transparency and informing the Council's **decision support system**.
- Empower Broxtowe's **customers** by providing them with greater accessibility to the Council's public and information services.
- Improve **communications** with customers, with other organisations and within the Council through effective and flexible electronic communication channels (anytime, anywhere).
- Maintain an effective and **modern infrastructure** which underpins all of the priorities and actions within the Council's key objectives; housing, business growth, environment, health and community safety.



Context

National

Key to the national picture is the austerity measures that were introduced before the previous strategy (2012 to 2016) and are set to continue beyond the end of this strategy document (2017 to 2021). A number of additional sources have been considered in the development of the five part vision including:

- Central government Transformation Strategy 2017 to 2020 (published 9 February 2017)
- Central government's UK Digital Strategy (published 1 March 2017)
- Central government's Digital Economy Bill 2016/17
- National Cyber Security Strategy 2016 to 2021 (published 1 November 2016)
- Government Digital Service (GDS) online resources
- LCIOC Standardise – Simply – Share Strategy 2016 (published 2016)
- LG Inform – Mapping digital exclusion across the UK

Local

Key to the local picture is alignment with the Council's published Corporate Plan. The ICT Strategy should be read in the context of the Corporate Plan and the underpinning Financial Strategy. As well as the above documents the five part vision has been informed by a number of other sources including:

- Consultation with ICT Shared Services CEO Steering Group
- Consultation with senior staff facilitated through the ICT Business Account Management meetings with Chief Officers, Heads of Service and Section Heads conducted throughout June and July each year across all partner authorities (Broxtowe Borough Council, Newark and Sherwood District Council and Rushcliffe Borough Council)
- Alignment with service based strategies
- Member consultation via the Members Computer Working Group
- ICT Services Mission Statement
- ICT Governance Arrangements
- ICT Shared Services Partnership Strategy
- Rushcliffe Borough Council Corporate Plan
- Newark and Sherwood District Council Corporate Plan



Looking Back

Development between 2012 and 2016

During the life of the last ICT Strategy (2012 to 2016) the following provides an example of what was achieved:

IMPLEMENTATION OF NEW SYSTEMS

- Content Management System
- E-Forms package
- Risk Based Vetting for Housing Benefits
- Forecasting Reporting Tools for Revenue and Benefits
- Waste Management System
- Encryption Tools
- Mobile Device Management (MDM)
- Smoothwall

UPGRADING INFRASTRUCTURE

- Disaster Recovery Partnership Contract
- WAN upgrade enhancing capacity and resilience
- Government Connect (PSN)
- Storage Area Network (SAN)
- Multi-Functional Devices
- Two Factor Authentication (2FA)
- Firewall
- Microsoft Windows 7
- Microsoft Server 2008 / 2012
- Microsoft Office 2010



ENHANCED PARTNERSHIP WORKING

- Implementation and delivery of a common Digital Strategy
- Implementation and delivery of a common Information Governance Strategy
- Business intelligence support demand management and channel shift
- Common process, common policies, and common procedures
- Improved procurement and contract renegotiation

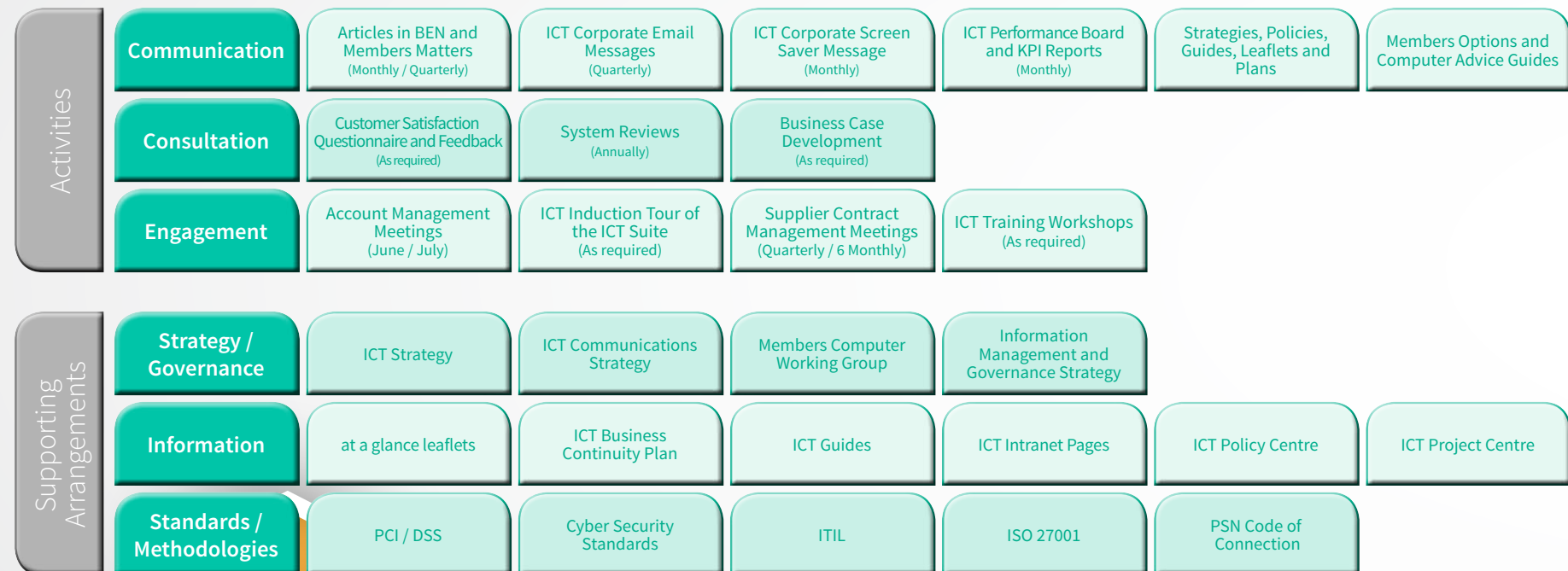


The ICT Strategy contained **84** actions of which **79 (94%)** were delivered. Of the 5 remaining actions; 4 relate to additional collaboration tools and agile working all of which can be addressed by implementing the Microsoft Skype for Business solution; the Council will consider this during 2017/18 by leveraging the infrastructure already implemented by Rushcliffe Borough Council. 1 has been deferred during prioritisation exercises.

Communications, Consultation and Engagement Strategy

Many of the communication, consultation and engagement elements of ICT service delivery are now embedded in the service culture across the ICT Shared Service.

The strategy depicted below makes explicit the activities that are delivered under each element in line with the Corporate Communications, Consultation, and Engagement Strategy.



Strategic Objectives

ICT Themes

This strategy consists of the following strategic themes:

- 1 Enabling **efficiency**
- 2 Responding flexibly and with agility to **customer** needs
- 3 Increase our ability to work in effective **partnerships**
- 4 Modern architecture supporting efficient and agile working **culture**
- 5 Robust arrangements for **business continuity, information management and governance** and **security**



These themes have been selected for;

- Their importance as key transformation drivers for the Council; and
- Their alignment to the Corporate Plan and core strategies; and
- Their alignment with the five part vision for ICT
- Investigate Open Source alternatives to business software and specialist applications to promote value for money and cost effectiveness

Enabling Efficiency

IMPACT

Enabling the Council to redesign processes/ services to be more accessible and efficient, producing better, quicker and more consistent outcomes for customers. Using Digital by Design principles to automate business processes. Recognising employees as a key organisational resource and ensuring access to appropriate technology and information to promote efficient and effective working. Enabling financial stability and the promotion of environmental good practice by establishing appropriate contractual arrangements.

BENEFITS

Operational efficiency through the effective use of existing or new technologies. Reduced waste through automated processing and streamlined manual procedures taking opportunities to remove bureaucracy. Improved service delivery through operational consistency.



DELIVERABLES

- Promote Digital by Design principles throughout the organisation.
- Review and exploit established technology to ensure greatest operational benefit being gained
- Capture efficiencies and lessons learned to avoid cost and effort
- Implement good practice from local or regional partners for proactive training and development



Responding flexibly and with agility to customer needs

IMPACT

Improving responsiveness to ensure that customers experience consistent services through appropriate and modern access channels (web, telephony and face to face). To facilitate channel shift where appropriate by creating digital service that our customers view as their access channel of choice moving transactions away from face to face and telephony towards self-service facilities via Internet, automated telephony and kiosk technologies. Helping the community to gain access to online services and investigating technologies which support community engagement.



BENEFITS

Improve customer experience with greater first line resolution and provide a consistent customer experience across services. Support customer's needs through assisted technology initiatives. Making services more accessible and offering the customer greater choice in how they contact us at what time and on what device. Enable a higher level of customer engagement resulting in stronger communities (e.g. electoral registration and e-newsletters).

DELIVERABLES

- Expand channel shift programme targeting high volume, politically sensitive and socially important services to achieve 70%, 20%, 10% (or better) split of interactions (Web, Telephone, Face to Face respectively)
- Promote and encourage community engagement through modern technologies
- Help address the issue of digital exclusion due to age, education, income and health
- Expand access channels to include the use mobile web services as a means of delivering council services and increase the use of email and mobile text based services (SMS)
- Progress use of mobile technology subject to business case approval to pursue a quicker and better service to local people.



Increase our ability to work in effective partnerships

IMPACT

To grow the ICT share service partnership including more local and possibly regional partners. To continue the work to facilitate common policies, standards, systems and infrastructure to drive out cost and create opportunities for greater resilience, efficiencies and savings.

BENEFITS

Improvements to service delivery through common processes. Increased flexibility/resilience and opportunities to share resources. Alignment of procurement opportunities to achieve economies of scale.

DELIVERABLES

- Pursue a cloud first approach (public, private or hybrid cloud deployment models) including implementing IAAS (infrastructure as a service) and SAAS (software as a service) where there is an economic case to do so promoting alignment of software, technologies and services
- Alignment of procurement opportunities and contracts to create savings
- Promote technology alignment (systems/infrastructure/security)
- Promote procedural alignment (policies/procedures/standards)
- Investigate shared service opportunities built on established modern technology and common policies procedures and standards
- Promote training across partnerships for common services
- Establish greater resilience through enabling flexibility across organisational sites

Modern architecture supporting efficient and agile working culture

IMPACT

Enabling the greater flexibility and agility of both employees and members through the deployment of appropriate technology including effective collaboration systems and tools. Support decision making through business intelligence by utilising of the Council's information assets. Promoting environmental good practice through reduction in for example the number of journeys undertaken and smaller asset footprint.



BENEFITS

Ensures a modern work place that is flexible and agile to enable the Council to be responsive to organisational and customer needs. Provides relevant communications and collaboration tools to enables an efficient work place and one that is attractive to employees and partner organisations. Reduces the Council's environmental impact.

DELIVERABLES

- Investigate the greater use of mobile technologies as these become more robust and suitably designed for a corporate environment
- Enhance systems to design in agility and flexibility
- Keep abreast of technologies and facilities within the district/ borough that can be utilised by employees further assisting mobile working



Business Continuity, Information Management and Governance, and Security

IMPACT

Delivering robust and resilient safeguards ensuring ongoing availability of priority services and a means of recovery in the event of a disaster. Safeguarding the Council's data by ensuring compliance with all relevant legislative, financial and central government security standards. Improving maturity of the management and governance of information assets and delivering appropriate arrangements to ensure compliance with such as the General Data Protection Regulation (GDPR). Enhancing security to better address cyber security threat vectors. Ensuring our information assets are effectively managed in line with all relevant legislation through the deployment of appropriate technical standards and solutions.

BENEFITS

Ensures availability and continuity of services to our customers and the management of risk related to the authority's ICT assets. Ensure compliance with relevant legislation and good practice standards (e.g. ISO 27001)

DELIVERABLES

- Maintain compliance with legislative, financial and central government security standards (i.e. PCI/DSS, GCS Code of Connection, GDPR), ensuring standards are applied in a proportionate way so as not to stifle our ability to deliver effective services
- Enhance arrangement for business continuity utilising mobile devices and homeworking arrangements
- Deliver full failover direct internet access (DIA) services in order to provide appropriate capacity for agile working environment (increased capacity DIA over IPVPN)
- Ensure compliance with relevant ISO standards (i.e. ISO 17799, 25999, 27001)
- Open data principles along with the transparency framework supporting and reducing Freedom of Information (FOI) requests
- Implement appropriate software/procedures to support archiving and retention in support of the Information Management strategy
- Investigate the use of collaboration and information sharing tools including extended use of existing technologies to reduce paper based activities and storage
- Achieve compliance with Cyber Essential and enhance the organisational awareness in relation to the growing cyber threat vectors
- Ensure appropriate technology is deployed to offer resilience and capacity in the provision of a robust technical architecture





Risks

The delivery of the ICT Strategy will be through a series of managed programmes and projects linked to the strategic components within the Broxtowe Borough Service Improvement (BBSi) Portfolio of projects and programme and will be subject to the established ICT governance arrangements (see section 6).

Risks associated with the implementation of this strategy will be reduced through the use of structured techniques for programme and project management. The methodology is described more fully in the ICT governance section.

Some of the key risks associated with the delivery will be:

- funding constraints, if the funds identified in the BBSi Portfolio business cases are not forthcoming or at the appropriate time
- changes in scope which may impact on cost, quality, timescales and resourcing
- resource constraints associated with running significant concurrent programmes of work
- important and urgent organisational business priorities emerging which require significant ICT resourcing, necessitating the redeployment of ICT resources as priorities dictate
- the technical complexity and interdependencies inherent in the concurrent deployment of large technical projects
- cultural challenges associated with new ways of working, the use of technology and the desire for customised local solutions
- ensuring appropriate skills, support and training is in place to empower employees to deal with organisational changes



Critical Success Factors

Critical Success Factors and Resourcing the ICT Strategy

The successful implementation of this Strategy depends on maximising the value the Council achieves through its use of existing ICT systems, equipment, and human resources. In particular, the Council will aim to ensure that:

- the **ICT strategy is embraced by the whole organisation** and the delivery of action plans are facilitated by appropriate communications, skills development, training and the application of best practice;
- **business change management** is strengthened through clear governance by the corporate Broxtowe Borough Service Improvement (BBSi) Portfolio of projects and programmes;
- **future investment plans** give sufficient emphasis to Information and Communication Technology where significant investment has already been made.
- a corporate approach to **information management and governance** continues to be supported including the implementation of relevant standards (ISO 17799 – code of practice, ISO 27001 – ISMS standard);
- the **digital by design strategy** continues to be supported including the drive to manage demand and provide online and self-service facility that our customers view as their access channel of choice;
- the **Automation and Enablement** of key processes is achieved;
- taking the opportunity to develop further **joint working or shared** service initiatives with local authority/public body partners; and
- the issues of **cyber security, physical or information security, disaster recovery** and **business continuity** are given appropriate priority.

Recognising the importance of and the benefits derived from ICT, the Council has invested significant amounts in ICT. The likely levels of additional investment required for the period to March 2021 have still to be agreed and form part of the annual budget process.

ICT Governance

ICT Governance Arrangements

The portfolio of projects and programmes resulting from this strategy will be managed in accordance with the established governance arrangements; ICT governance is made up of five strands namely:

- risk management
- performance measurement
- value delivery
- strategic alignment
- resource management

RISK MANAGEMENT

The ICT related projects that the Council implements are often expensive and delivered over a number of months, so it is important that sound risk management is in place both in managing projects and the day to day operation. Using the PRINCE2 project management methodology helps to mitigate the risks by enabling the Council to consistently work to identify the risks associated with a given project and regularly report on progress to the programme board.

STRATEGIC ALIGNMENT

Key to achieving strategic alignment is good communication and a good relationship between ICT and service/ section heads. Regular business account management meetings facilitate this relationship. The aim is to ensure that ICT

systems are only developed once a full understanding of appropriate business strategies exists and that any investment is able to support the planned development of the business with the underlying objective of improved and efficient services delivered to customers.

PERFORMANCE MEASUREMENT

In order to ensure that the ICT service delivers solutions on time and is able to support those solutions, a series of internal service level targets are in place. These targets are used to ensure openness and transparency exists. Monthly reports are sent to the General Management Team (GMT) and are considered by the programme board.

RESOURCE MANAGEMENT

Resource management covers the service

in a number of areas. It is not only important to ensure that there is enough ICT resource with the requisite skills (SFIA) to deliver the project management, the technical installations and the support of new systems / solutions but it is also essential that capacity exists within the service area to enable successful change/ implementations to take place.

VALUE DELIVERY

Once a solution has been delivered, ensuring that the organisation is realising the improvements and efficiencies that were highlighted in the business case supporting the original investment come under the strand of value delivery - Benefits realisation is reported on a monthly basis to senior management.



Broxtowe Borough Service Improvement (BBSi) Portfolio

The Broxtowe Borough Service Improvement (BBSi) Portfolio is part of the ICT governance framework and is used to ensure that there is a mechanism in place to manage the portfolio of ICT developments and service improvements.

The Role of General Management Team and ICT & Business Transformation

The role of GMT and ICT & Business Transformation is to ensure that the BBSi portfolio is effectively monitored, that the direction of travel of the ICT Strategy is monitored, that expertise is coordinated from all areas of the business aiding strategic alignment, that a communication channel is facilitated to ensure that all employees have the opportunity to engage and that resource can be utilised to deliver service improvement through business transformation and deployment of appropriate technologies.

The Role of the Members Computer Working Group

The Members Computer Working Group represents all of the major political parties. The group monitors the planned direction of travel set by the ICT Strategy and the delivery of objectives through the BBSi portfolio of projects and programmes.

Business Account Management Meetings

In order to maintain a close working relationship between the ICT function and the business, regular account management meetings are organised. These include annual meetings between the Chief Information Officer and Chief Officers, and the ICT & Business Transformation Manager with Heads of Service and Section Heads.

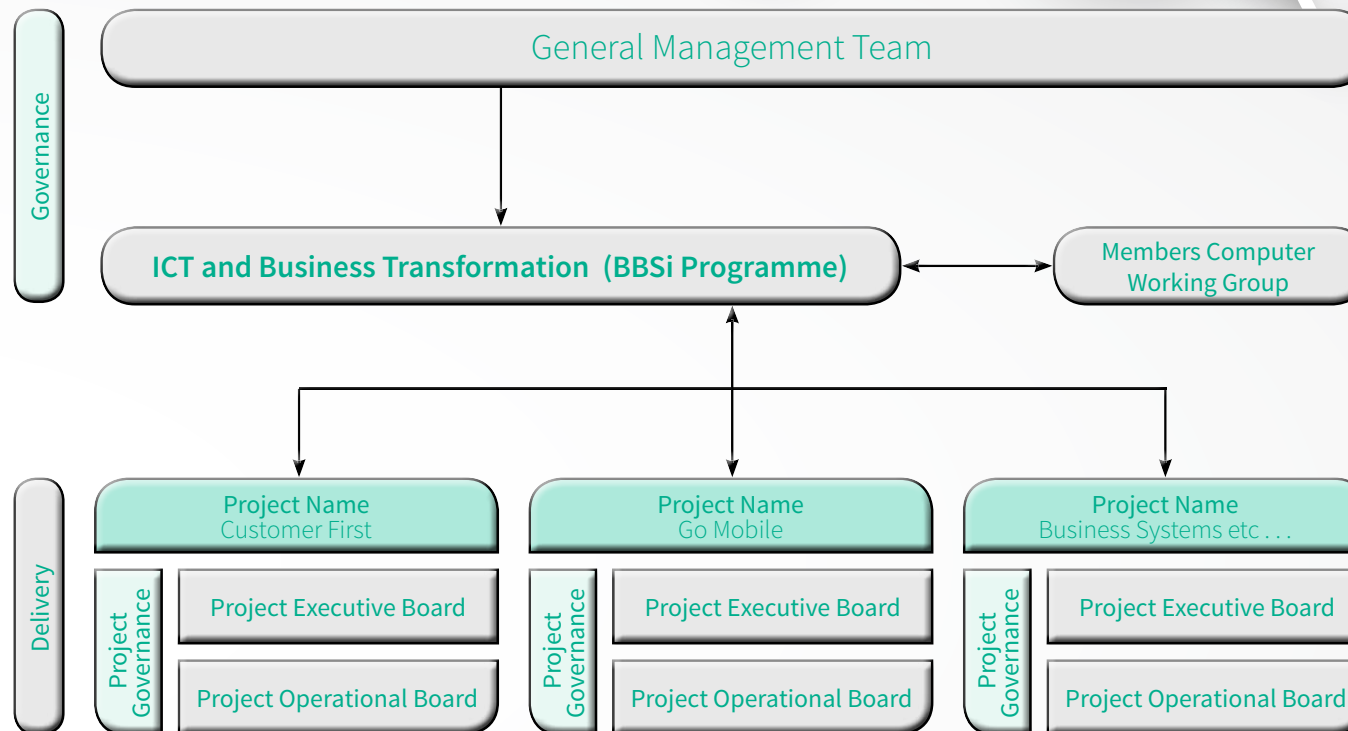
Portfolio Management

The BBSi portfolio and the reporting mechanisms associated with the programme (for example the BBSi Portfolio Highlight Report) ensure that openness and transparency exists. Using a simple to understand traffic light system (Red, Amber, Green (RAG) status) members, senior managers and the programme board can see immediately where issues exist and are able to react in order to apply the appropriate measures to address the circumstances

Project Management

Risks associated with the implementation of any programme will be reduced through the use of structured techniques for programme and project management. PRINCE2 (Projects IN Controlled Environments) is a structured methodology for effective project management. PRINCE2 has been adopted corporately. ICT services and its contractors have used PRINCE2 successfully. PRINCE2 is not restricted for use in ICT related projects but is a generic methodology that promotes best practice in project management and as such all corporate projects benefit from this.

ICT Governance Framework Diagram



Performance Management and Progress Monitoring

A number of measures are in place to ensure that regular performance management and progress monitoring is carried out.

The ICT management KPI report is produced monthly. This document contains details of security incidents, the number of calls received by the services desk, the percentage of responses achieved within the service level targets, the percentage of time the systems are available and the customer satisfaction survey results.

The BBSi Portfolio Highlight Report is produced monthly. The report is used to monitor progress giving full transparency to the state of all projects and programmes contained within the portfolio.

The business plan for ICT contains local indicators, which are monitored throughout the life of the programme. A percentage is recorded to indicate how much of the programme has been delivered.

Consultation

STAFF CONSULTATION

This strategy has been developed in consultation with ICT and Business Transformation employees, Chief Officers, Heads of Service and Section Heads as part of a consultation workshop activity included in the annual ICT Business Account Management meetings.

Over 100 employees across all three organisations in the ICT Shared Service took part in the consultation. All service areas were represented and feedback was captured and has been used to inform the new ICT strategy.

MEMBERS

The consultation workshop was also carried out with the Member Computer Working group where opportunities to share ideas were taken and captured to inform the new ICT strategy.

CEO STEERING GROUP

A consultation exercise was carried as part of the ICT Shared Service CEO Steering group. Feedback received from the Chief Executive has been fed directly into the new ICT strategy in terms of specific objectives and direction of travel.



Glossary

CLOUD COMPUTING	<p>Hybrid Cloud: may be established where several organisations have similar requirements and seek to share infrastructure so as to realise the economic and environmental benefits of cloud computing. This option may offer a higher level of privacy, security and/or policy compliance. In addition it can be economically attractive as the resources (storage, servers) shared in the community are already exploited and may have reached their return on investment.</p> <p>Public Cloud: (or external cloud) describes cloud computing in the traditional mainstream sense, whereby resources are dynamically provisioned on a self-service basis over the Internet, via web applications/web services, from an off-site third-party provider billed on a utility computing basis.</p> <p>Private Cloud: (or internal cloud) offer the ability to host applications or virtual machines in an organisation's (or partnership's) own set of hosts. These provide the benefits of utility computing – shared hardware costs, the ability to recover from failure, and the ability to scale up or down depending upon demand.</p>
GCSX	<p>Government Connect Secure extranet is a central government facility providing a secure private Wide-Area Network (WAN) between connected Local Authorities and other public organisations.</p>
IAAS	<p>Cloud infrastructure services, also known as 'Infrastructure as a Service' (IAAS) which delivers a server infrastructure environment as a service. Rather than purchasing servers, software, data-center space or network equipment the service is billed on a utility computing basis i.e. by the amount of resources consumed.</p>
ICT	<p>Information & Communication Technology.</p>
ISO 17799	<p>Information Security Management Code of Practice Standard</p>
ISO 25999	<p>Business Continuity / Disaster Recovery Standard</p>
ISO 27001	<p>Information Security Management System (ISMS) Standard</p>

ITIL	<p>ITIL® (the IT Infrastructure Library) is the most widely accepted approach to IT service management in the world. ITIL® provides a cohesive set of best practice, drawn from the public and private sectors internationally. It is supported by a comprehensive qualifications scheme, accredited training organisations, and implementation and assessment tools. The best practice processes promoted in ITIL® support and are supported by, the British Standards Institution's standard for IT service Management (BS15000). The standard includes the following components: -</p> <ul style="list-style-type: none">• Service Management:• Financial Management:• Capacity Management:• Continuity Management:• Availability Management:• Configuration Management:• Service Desk:• Incident Management:• Problem Management:• Change Management• Release Management
IPVPN	<p>Internet Protocol Virtual Private Network provided by Virgin Media. The provision of a network linking remote buildings, making up part of the WAN.</p>
PCI/DSS	<p>Payment Card Industry Data Security Standards</p>
SAAS	<p>Cloud application services or 'Software as a Service' (SAAS) deliver software as a service over the Internet, eliminating the need to install and run the application locally and simplifying maintenance and support.</p>



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