



4 December 2018

Dear Sir/Madam

A meeting of the Policy and Performance Committee will be held on Wednesday, 12 December 2018 in the New Council Chamber, Foster Avenue, Beeston, commencing at 7.00pm.

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

Yours faithfully

Chief Executive

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

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. MINUTES

PAGES 1 - 7

The Committee is asked to confirm as a correct record the minutes of the meeting held on 3 October 2018.

4. REFERENCES

4.1 Housing Committee Rents Team Restructure 4 December 2018

A report was considered by the Housing Committee that sought approval to restructure the Rent Section and recruit additional resources as part of the move to the Housing Department and in preparation for the implementation of Universal Credit.

Due to the meeting being held on the same date as the despatch of this agenda the decision will be reported at the meeting. The recommendation considered by the Housing Committee is shown below and the report considered by the Committee is circulated separately with the agenda.

The Committee is asked to RECOMMEND to Policy and Performance Committee that:

- 1. The new Income Collection Team structure, including the posts of: Income and Housing Manager, Income Collection Manager, Income Collection Accountant, Income Collection Officer, Income Collection Assistant be approved.**
- 2. The recruitment of additional resources: 3 FTE Income Collection Officers, 1.6 FTE Income Collections Assistants and 1 FTE 12 month fixed term Financial Inclusion Officer be approved.**
- 3. Approve deletion of the existing posts.**

4.2 Mental Health Working Group Recommendations arising from meetings held on 17 September, 25 October and 20 November 2018

RECOMMENDED to the Policy and Performance Committee that:

- 1. A small mental health budget be considered as part of the budget for 2019/20.**
- 2. Raising awareness of mental health in the community be endorsed during Mental Health Awareness week (13-19 May 2019).**
- 3. An internal campaign to promote good employee mental health be developed.**
- 4. As part of the internal campaign the PAM Assist service be actively promoted.**
- 5. Employee champions for employee mental health be identified to undertake actions to support good mental health including actions on the Action for Happiness website.**
- 6. It be mandatory for all managers to attend mental health first aid training.**
- 7. Councillors be encouraged to take mental health first aid training.**
- 8. The Council become a member of the 'We're In' project and a member champion for mental health be identified.**

9. The possibility of providing quiet rooms as part of the new ways of working project be explored.
10. The housing section be asked to organise summer holiday activities in housing areas for low income families with children in association with Liberty Leisure Limited.
11. Consideration be given to supporting access to free events and swimming opportunities in Broxtowe.
12. The Youth Council be asked to contribute their ideas to support the mental health of young people in Broxtowe.
13. The Mayor be asked to host a lunch at which to present certificates of recognition and appreciation for the contribution of voluntary organisations such as Hope Nottingham, Framework, Canaan Trust, Broxtowe Youth Homelessness and CAB in preventing homelessness in Broxtowe.
14. A new web page be introduced on the website signposting people to useful resources to support good mental health.
15. The Council investigate the possibility of a student placement from Nottingham Trent University to undertake a survey on mental health and wellbeing.
16. A borough-wide survey concerning wellbeing in the borough be conducted along the lines of the survey carried out by the ONS.
17. That mental health wellbeing as a result of the Council's day to day operations be considered by conducting EIAs when adopting new policies.
18. The 'champions' group be asked to consider initiatives for the 'happiness' calendars and implementation of such initiatives be discussed at the Group's next meeting.

4.3 Mental Health Working Group

PAGE 8

Managing customers' suicide and self-harm declarations –
a framework for managers
20 November 2018

The Working Group considered the proposed guidance document to prepare staff who may hear a customer make a statement of intent to harm or kill themselves. The report is included on this agenda and the guidance is circulated separately with this agenda.

RESOLVED that it be recommended to the Policy and Performance Committee that implementation of the framework for managers regarding threats of suicide and self-harm be approved.

5. BEESTON TOWN CENTRE REDEVELOPMENT

PAGE 9

To update members on progress on The Square Phase 2 in Beeston.

6. MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT PAGES 10 - 22

To advise Committee of a proposed Modern Slavery and Human Trafficking Statement.
7. APPRENTICESHIP STRATEGY PAGES 23 - 35

To seek approval for the introduction an Apprenticeship Strategy.
8. PEOPLE STRATEGY PAGES 36 - 50

To advise of, and seek approval for, the People Strategy.
9. ANNUAL HEALTH AND SAFETY PROGRESS REPORT 2017/18 PAGES 51 - 63

To provide the Committee with a progress report relating to several key areas of work conducted by the Health and Safety Section.
10. REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE PAGES 64 - 80

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. WORK PROGRAMME PAGE 81

To consider items for inclusion in the Work Programme for future meetings.
12. SENIOR MANAGEMENT STRUCTURE PAGES 82 - 88

The report invites Councillors to consider options for the future design of the senior management structure.
13. 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 item 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.

14. SENIOR MANAGEMENT STRUCTURE APPENDIX 7 PAGE 89

15. FORMER BEESTON MARKET – DECLARATION OF SURPLUS TO REQUIREMENTS (FOR GENERAL FUND PURPOSES) PAGES 90 - 92

16. APPLICATION FOR FLEXIBLE RETIREMENT PAGES 93 - 94

17. EXERCISE OF THE CHIEF EXECUTIVE'S URGENCY POWERS TO GRANT VOLUNTARY REDUNDANCY PAGES 95 - 96

POLICY AND PERFORMANCE COMMITTEE

3 OCTOBER 2018

Present: Councillor R I Jackson, Chair

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

Apologies for absence were received from Councillor S J Carr and J C Goad.

20. **DECLARATIONS OF INTEREST**

Councillor M Radulovic MBE declared a non-pecuniary interest in item number six as one of the bidders was known to him, minute number 24 refers.

21. **MINUTES**

The minutes of the meeting held on 4 July 2018 were confirmed and signed subject to the inclusion of Councillor J W McGrath on the list of attendees.

22. **REFERENCES**

22.1 **Local Joint Consultative Committee – 13 September 2018** **CAPABILITY POLICY**

Members were informed that further guidance for managers had been added, identifying the difference between capability and disciplinary matters. Timely intervention of capability issues had also been identified and emphasised as well as consultation with Human Resources throughout.

RESOLVED that amendments to the Capability Policy within the Conditions of Service for employees be approved.

22.2 Local Joint Consultative Committee – 13 September 2018
PROBATION POLICY

Onus had been put on the employee to ensure that they were actively seeking to fulfil their substantive duties by undertaking any training opportunities offered to them. Similarly to the Capability Policy, dealing with probation issues promptly had been emphasised. Probation periods also applied to established members of staff who had been promoted, redeployed or designated to a new position under a restructure. Where issues arose during the probation period for those employees, the Council's Capability Policy would be used.

RESOLVED that the revisions to Probation Policy within the Conditions of Service for employees be approved.

22.3 Local Joint Consultative Committee – 13 September 2018
FLEXIBLE WORKING POLICY

The Joint Committee had considered the amendments to the Council's Flexible Working Policy. It was noted that the scope of the Policy ensured compliance with the updated legislation. It was agreed that the section titled 'How will the requested change benefit your department and the Council?' be removed as it was deemed superfluous.

RESOLVED that:

1. **Amendments to the Flexible Working Policy within the Conditions of Service for employees, including the further amendment as stated above, be approved.**
2. **Human Resources assistance be offered to those who require it when completing the Flexible Working Request form.**

22.4 Local Joint Consultative Committee – 13 September 2018
JOB SHARING POLICY

The Job Sharing Policy was intrinsically linked to the Flexible Working Policy in terms of eligibility and business reasons and also in line with The Flexible Working Regulations 2014.

RESOLVED that the Job Sharing Policy within the Conditions of Service for employees be approved.

22.5 Local Joint Consultative Committee – 13 September 2018
LEAVE SCHEME

A number of additions and amendments had been made to the existing Leave Scheme. The Compassionate Leave scheme and Emergency Time off for Dependants scheme had been incorporated into this Policy in order to reduce the amount of Council policies, with the proposal to delete the separate policies should the amendments to this Scheme be approved. Members agreed that the Scheme be further amended to allow for paid examination leave to be granted for up to a full day rather than half a day as stated report.

RESOLVED that the amendments to the Leave Scheme (and the deletion of the Compassionate Leave and Emergency Time off for Dependents schemes) within the Conditions of Service for employees, including the further amendment as stated above, be approved.

22.6 Local Joint Consultative Committee – 13 September 2018
REDEPLOYMENT POLICY

The Redeployment Policy was approved in February 2018 and a number of minor alterations had been proposed.

RESOLVED that the amendments to the Redeployment Policy within the Conditions of Service for employees be approved.

23. BEESTON TOWN HALL

Members were informed that financial implications were outlined to the 4 July 2018 meeting of Committee, since when further clarification of bidders' financial and community benefit had emerged. An update and recommendation regarding the bids would be tabled at Full Council on 17 October 2018.

Concern was expressed that the report lacked sufficient detail on which to make judgement. It was suggested that issues such as the use of alternative debating chambers would have to be considered before any decisions could be taken. It was stated that there was risk in not having a final figure for the members' chambers. Conversely, it was stated that figures for the chambers would not be vast and there was a need to save revenue costs.

Councillor D E Elliott proposed that the item be deferred until specific figures were known to replace the political chambers. The proposal was seconded by Councillor M Radulovic MBE. A recorded vote on the amendment was proposed by D E Elliott and seconded by Councillor M Radulovic MBE, the voting was as follows:

<u>For</u>	<u>Against</u>	<u>Abstention</u>
D A Elliott	M Brown	
G Marshall	M J Crow	
J W McGrath	S Eason	
J K Marsters	A Harper	
M Radulovic MBE	R I Jackson	
	M Plackett	
	P D Simpson	

The amendment, on being put to the meeting, was lost.

On returning to the substantive motion, it was stated that it was necessary to make the decision imminently. There would be risk in considering the lower valuation as this would not cover the costs that it would be necessary to spend further on the Town Hall.

A recorded vote on the substantive motion was proposed by D E Elliott and seconded by Councillor M Radulovic MBE, the voting was as follows:

<u>For</u>	<u>Against</u>	<u>Abstention</u>
M Brown	D A Elliott	
M J Crow	G Marshall	
S Easom	J W McGrath	
A Harper	J K Marsters	
R I Jackson	M Radulovic MBE	
M Plackett		
P D Simpson		

The motion, on being put to the meeting, was carried.

RESOLVED that Beeston Town Hall be declared surplus to requirements.

24. BEESTON TOWN CENTRE REDEVELOPMENT

Members noted a report on progress on The Square Phase 2 in Beeston. The Council had agreed to act directly as developer for a cinema and food and beverage development at the top end of the site, with a residential development at the bottom end of the site, linked by public realm. Members expressed satisfaction at the progress made on the redevelopment.

(Having declared an interest in the item Councillor M Radulovic MBE left the meeting before discussion or voting thereon.)

25. INCUBATOR HUB, BEESTON TOWN CENTRE – RENTAL PLAN

The Committee was informed that the conversion of three flats above the Square into offices had now been completed following the relocation of the previous tenants. The first office would be let in the usual way and under the usual adopted procedures and ensured an initial wave of activity that encouraged collaboration and future site occupation.

RESOLVED that permission be given to the Regeneration Manager and the Estates Manager to proceed on the basis stated in the report, within the existing scheme of delegation for the letting of properties at The Square.

26. OPEN WATER EDUCATION NETWORK TRUST

Members were aware of the tragedy which occurred in July 2017 when 12 year old Owen Jenkins lost his life while rescuing two girls from the water at Beeston Weir. Since that time, Broxtowe Borough Council had been involved in a number of initiatives in the Borough and across the County to improve water safety. The Committee noted the use of some of the £33,700 in the

2018/19 capital programme for water safety measures for the purchase of practice throw lines, a projector and the commissioning of water safety themed street art.

RECOMMENDED unanimously to the Finance and Resources Committee that a contribution of £3,000 be made to Liberty Leisure in 2018/19 for work in support of the OWEN Trust and funded from revenue contingencies.

27. PRIVATE SECTOR HOUSING OFFICER

There were Currently 82 Houses in Multiple Occupation (HMOs) licensed within the Borough and this number had increased steadily in recent years. Members were informed that this type of accommodation could become the domain of last resort, home to transient individuals and people with no other choice, the vulnerable, the economically deprived and socially isolated. It was also considered that these types of properties posed the greatest risk to occupants due to the nature of shared amenities and the diverse occupants. However, was noted that there had been a rise in Broxtowe in the number of HMOs for professional workers not wishing to rent a whole dwelling.

RESOLVED that the appointment of a part-time (0.6 FTE) permanent Private Sector Housing Officer be approved.

28. GARDEN COMMUNITIES BID

The government published the Garden Communities prospectus in August 2018 and the deadline for bids was 9 November 2018. Members considered the provision of £10,000 for consultancy support for a joint bid from this Council and the Chetwynd (Toton and Chilwell) Neighbourhood Forum in an effort to secure additional government funding to assist in addressing infrastructure issues relating to housing delivery at the Chetwynd Barracks site.

RESOLVED unanimously that the request for £10,000 to be used to support a bid as outlined in the attached report, be approved.

29. SHARED SERVICES ANNUAL REPORT

In the Council's Shared Service Policy current shared service arrangements were categorised and a scanning exercise highlighted proposals for future development. Members noted the progress on improvement activity and future planned improvement action.

RESOLVED that the Shared Services Policy in appendix 1 of the report, including the future direction for developing shared service arrangements set out in the table under 6.1, be approved.

30. REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE

The Committee noted a report which outlined progress against outcome targets linked to Corporate Plan priorities and received an update as to the latest financial performance as measured against the budget. Clarification was requested over a number of items which appeared to show discrepancies over the long term and short term arrows. It was suggested that officers reconsider the current method of reporting to committees.

31. EXERCISE OF THE CHIEF EXECUTIVE'S URGENCY POWERS

The Committee noted the exercise of the Chief Executive's urgency powers in relation to the need to undertake urgent concrete repairs at Bramcote Leisure Centre at a cost of £10,000 and the purchase of green land in the middle of a housing development site at Redwood Crescent, along with land at the sides and front of the existing buildings on the site. The intention was that a form of occupational licence for the temporary use of the land by the existing owner, Futures Homes Ltd, would be devised, in order that construction works to complete the remaining properties for which planning permission had been granted could be completed, along with the carrying out of landscaping in accordance with the aforementioned planning permission. The cost of the land purchase was £1,050 plus legal costs.

32. WORK PROGRAMME

RESOLVED that the Work Programme be approved.

33. 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 and 2 of Schedule 12A of the Act.

34. REFERENCE

34.1 Housing Committee – 19 September 2018
HOUSING SECTION RESTRUCTURE

RESOLVED to:

- 1. Approve the new posts of: Senior Maintenance Officer (Compliance), Senior Work Planner, Facilities Co-ordinator, Housing Systems Administrator and Housing Operations Manager.**
- 2. Delete the frozen Single Trade Operative posts T154 and T159 and frozen Apprentice Maintenance Operative post T164.**

3. **Delete the frozen Multi-skilled Operative post T501.**
4. **Delete the Work Planner post T507.**
5. **Delete Housing IT Systems Officer post H154.**
6. **Delete Neighbourhood Services Manager H21.**

35. EXERCISE OF THE CHIEF EXECUTIVE'S URGENCY POWERS

Members noted the exercise of the Chief Executive's urgency powers in relation to the voluntary redundancy of post H148 and the increase in hours for postholders L5 and L9 and legal agency cover for two days per week as detailed in the report.

RESOLVED that the voluntary redundancy of Post H129 be approved.

Report of the Head of Public Protection

MANAGING CUSTOMERS' SUICIDE AND SELF-HARM DECLARATIONS – A FRAMEWORK FOR MANAGERS

1. Purpose of report

To advise the Mental Health Working Group of a proposed guidance document to prepare staff who may hear a customer make a statement of intent to harm or kill themselves. The guidance is circulated separately with this agenda.

2. Detail

In 2017 there were 5,821 suicides registered in the UK. Males accounted for three-quarters of these (4,382 deaths). The highest age-specific suicide rate was 24.8 deaths per 100,000 among males aged 45 to 49 years; for females, the age group with the highest rate was 50 to 54 years, at 6.8 deaths per 100,000. (Office for National Statistics).

From time to time it is possible that a member of staff will hear a customer (or indeed a colleague) make a statement of intent to harm or kill themselves. Declarations of this nature can cause distress for those concerned, but there are some important points a member of staff should know that can help resolution. Both the distress and the chance of an outcome where everyone is safe are best managed by being prepared and knowing in advance how to respond.

Some customers may say they intend to self-harm or kill themselves as a threat or a tactic to persuade. Others will mean it. It is very hard to distinguish between the two and especially on the telephone. For this reason, all declarations must be taken seriously with an assumption that a customer may well follow through with their threat. Our procedures and actions have to be organised around that assumption.

The “Framework for Managers”, circulated separately with this agenda, is based on one produced by the Department for Work and Pensions, introduces guidance for all departments within Broxtowe Borough Council to help them manage suicide and self-harm declarations from customers. The framework summarises the plans and procedures that must be in place. Comments throughout the drafting process have been invited from colleagues in Human Resources, Communities, Housing, Revenues and Benefits, and Customer Services.

Recommendation

The Mental Health Working Group is asked to APPROVE that the ‘Managing Customers’ Suicide and Self-Harm Declarations – A Framework for Managers’ be rolled out to managers via SMT then to all appropriate staff.

Report of the Interim Deputy Chief Executive

BEESTON TOWN CENTRE REDEVELOPMENT1. Purpose of report

To update members on progress on The Square Phase 2 in Beeston.

2. Background

Committee will recall that the Council has agreed to act directly as developer for a cinema and food and beverage development at the northern end of the site, with a residential development to the south, linked by public realm. Planning consent was secured in September.

3. Key updates

- More than 80 developers have expressed interest in the residential site, and at least one unconditional offer has been received at the target value. Best and final offers have been invited for the beginning of this month. An exempt item verbal update will be provided at this committee.
- Two good offers have been received from restaurant / café bar operators and negotiation of financial and specification details is progressing well.
- In response to this, additional interest has been expressed from a number of cinema operators who have been invited to confirm final offers for the beginning of this month. Due diligence is currently being undertaken on new offers.
- The Project Board will meet shortly to consider the residential and cinema bids. An exempt item verbal update will be provided at this committee.
- The pre-qualification process for securing a contractor via an OJEU compliant tender has commenced and a short list of 4-6 potential construction partners will be compiled by Christmas.
- To maintain momentum and bring cost and programme certainty to inform agreements for lease, it would now seem appropriate to proceed with detailed tender information (RIBA stage 4); notwithstanding that legally-binding agreements with pre-let tenants will take some weeks to secure.

4. Financial implications

The cost of maintaining momentum over the next five months is estimated at £300,000 plus transaction fees on lettings. Proceeds of the residential sale will be sufficient to cover these. This expenditure is in line with the overall project budget and within the Interim Deputy Chief Executive's delegated authority approved by this Committee.

Recommendations

The Committee is asked to NOTE the report.

Background papers: Nil

Report of the Chief Executive

MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT

1. Purpose of report

To advise Committee of a proposed Modern Slavery and Human Trafficking Statement.

2. Detail

The Modern Slavery Act 2015 (the Act) consolidates various offences relating to human trafficking and slavery.

Section 54 of the Act imposes a legal duty on commercial organisations, which supply goods and/or services from or to the UK and have a global turnover of more than £36 million, to publish a slavery and human trafficking statement each financial year. Broxtowe Borough Council engages in commercial activities by providing services (some of which are statutory and some discretionary) and its annual turnover is greater than the specified £36 million.

Whilst the Modern Slavery Act 2015 does not state that Local Authorities specifically are included in those organisations legally required to publish a statement, many do so as a matter of good practice. Up until 31st January 2018, 43 Councils had published a statement.

It is considered that Broxtowe Borough Council should be keen to raise awareness of slavery and human trafficking and as a large scale local employer and provider of services, should make its position of zero tolerance in respect of slavery and trafficking clear and unequivocal.

A proposed Modern Slavery and Human Trafficking Statement 2017-18 is attached at appendix 1. An extract from the Act giving details of the requirement is attached at appendix 2. An Equalities Impact Assessment has been included at appendix 3. Comments from colleagues in Legal and Procurement have been incorporated into the proposed statement.

Recommendation

The Committee is asked to RESOLVE that the Modern Slavery and Human Trafficking Statement 2017-18 be approved.

Background papers

Nil

BROXTOWE BOROUGH COUNCIL MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT 2017-18

1. Introduction

- 1.1 Broxtowe Borough Council (the Council) is committed to preventing slavery and human trafficking in the delivery of its services and corporate activities. The Council recognises that slavery and human trafficking remain a hidden blight on our society, that it has a responsibility to be alert to the risks and to strive to ensure that its supply chains are free from slavery and human trafficking.
- 1.2 This Modern Slavery and Human Trafficking Statement details the steps the Council has taken to understand potential modern slavery risks related to its business and to put in place measures that are aimed at ensuring that these offences are not committed in its own business or its supply chains.
- 1.3 This Statement relates to activity carried out during the financial year ending 31 March 2018. The Council will be reviewing the Statement on an annual basis and a new updated Statement, acknowledging any further actions that may have been taken, will be published by the end of June in each subsequent year.

2. The Modern Slavery Act 2015

- 2.1 The Modern Slavery Act 2015 (the Act) consolidates various offences relating to human trafficking and slavery. Broadly speaking this means that:
 - ‘slavery’ is where ownership is exercised over a person;
 - ‘servitude’ involves coercion to oblige a person to provide services;
 - ‘forced and compulsory labour’ is where a person works or provides services on a non-voluntary basis under the threat of a penalty;
 - ‘human trafficking’ involves arranging or facilitating the travel of a person with a view to exploiting them.
- 2.2 Section 52 of the Act imposes a duty on public authorities, including district councils, to notify the Secretary of State of suspected victims of slavery or human trafficking.

2.3 Section 54 of the Act imposes a legal duty on commercial organisations, which supply goods and/or services from or to the UK and have a global turnover of more than £36 million, to publish a slavery and human trafficking statement each financial year.

2.4 The Council engages in commercial activities by providing services (some of which are statutory and some discretionary) and its annual turnover is greater than the specified £36 million. Whilst the Act does not state that local authorities specifically are included in those organisations legally required to publish a statement, the Council has chosen to do so as a matter of good practice. The Council is keen to raise awareness of slavery and human trafficking and as a large scale local employer and provider of services, it is seen as imperative that the Council makes its position of zero tolerance in respect of slavery and trafficking clear and unequivocal.

3. Standards

3.1 The Council will meet the following standards and also expects those with whom it does business, to meet them:

- To support every individual's human right to live free from abuse, servitude and inhumane treatment;
- To promote ethical business and operational practices in corporate activity and services delivered;
- To take appropriate steps to ensure that slavery and human trafficking is not taking part in any of its business or supply chains;
- To take reports of witnessed, suspected or disclosed concerns of slavery and human trafficking seriously and ensure that such reports are shared with appropriate law enforcement and other partner agencies in order that they can be fully investigated;
- To take appropriate action to address actual instances of slavery and human trafficking brought to the Council's attention and to take all reasonable steps to support and protect its victims.

4. Organisational structure

4.1 The Council is a second tier local authority situated in the county of Nottinghamshire. The Council provides a wide range of statutory and discretionary services delivered both directly by itself, and through partnership working with other agencies and commissioned work with external contractors.

4.2 The Council's Constitution and details of the structure are both available on the Council's website <https://www.broxtowe.gov.uk/>

5. Supply chains

5.1 As part of its procurement processes, the Council will require that all suppliers of goods and services comply with all applicable laws, statutes, regulations and codes including the Modern Slavery Act 2015. Suppliers will also be expected to

publish a Slavery and Human Trafficking Statement (where applicable). Contract terms and conditions will set out the requirements of suppliers and sub-contractors in relation to ensuring there is no slavery or human trafficking in their businesses.

- 5.2 The Council will also require its suppliers and sub-contractors engaged in 'regulated activity' for children and adults at risk to have safeguarding policies, procedures and training in place and to comply with the reporting procedures in the Council's Adult and Children's Safeguarding Policies.

6. Policies and Plans

- 6.1 Broxtowe Borough Council has a range of policies and plans in place that reflect its commitment to acting ethically and with integrity to prevent slavery and human trafficking in its operations. These include:

- 6.2 Council's Corporate Plan** – a key corporate priority is that "Broxtowe will be a place where people feel safe and secure in their communities."

In working towards this aim, the Council is working, individually and with partner agencies, to reduce crime and anti-social behaviour; using statutory powers to improve public safety, for example, enforcement of licensing requirements; raising awareness of services available; and encouraging victims to report incidents to access the support they need.

- 6.3 Safeguarding Policies** – The Council's Safeguarding Adults and Safeguarding Children's policies set out the steps the Council is taking to safeguard and protect the welfare of children, and adults at risk who come into contact with its services and activities. The policies include the Council's responsibilities in respect of modern slavery and human trafficking and its legal obligation to notify the Home Office of suspected victims of these offences. The Council recognises that Nottinghamshire County Council is the lead agency in the borough with regard to the protection of children and adults at risk. However, Broxtowe Borough Council has a statutory duty to work in partnership with these agencies to identify, refer and respond to suspected abuse and to provide additional support.

- 6.4 Whistleblowing Policy** – The Council encourages all its employees, Councillors, contractors, their agents and/or subcontractors, consultants, suppliers and service providers to report concerns about any aspect of service provision, conduct of officers and others acting on behalf of the Council. The Whistleblowing Policy is intended to make it easier to disclose information without fear of discrimination and victimisation.

- 6.5 Code of Conduct** – The Council makes clear to all its employees that there are expected standards of behaviour to which they must adhere when they are representing and acting on behalf of the Council. Employee conduct and behaviour that fails to meet these standards is fully investigated and appropriate action taken.

6.6 Recruitment and Selection Procedures Policy – This sets out procedures followed to vet new employees to ensure that confirmation of their identities and qualifications is obtained. To comply with the Immigration, Asylum and Nationality Act 2006, prospective employees are asked to supply evidence of their eligibility to work in the United Kingdom. References are sought and followed up for all employees and relevant checks, for example Disclosure and Barring Service (DBS) checks, are carried out where relevant to the position.

6.7 Money Laundering Prevention Policy – This sets out the Council's commitment to the prevention, detection and reporting of money laundering.

6.8 Commissioning and Procurement Strategy – This strategy (which is currently being reviewed) sets out the strategic aims and principles of procurement activity, including the principles that the Council follows in the acquisition of goods, works and services from suppliers.

6.9 Equality and Diversity Policy – This policy provides a framework for the Council's approach to the wide ranging equality and diversity agenda.

7. Due diligence

7.1 The Council's approach to procurement requires suppliers of goods and services to implement due diligence procedures in relation to slavery and human trafficking with their own suppliers, sub-contractors and other participants in their supply chain. For organisations with a turnover below £36 million, suppliers will be asked to confirm their acceptance of this Modern Slavery and Human Trafficking Statement.

7.2 As part of the Council's commitment to identify and mitigate risk, Council departments work together and alongside partner agencies to:

- Identify and assess potential risk areas in its business affairs;
- Mitigate the risk of slavery and human trafficking through robust checks and balances;
- Monitor and review any potential risk areas identified;
- Protect whistleblowers.

8. Training

8.1 The Council has made considerable efforts to ensure that initiatives to raise awareness of slavery and human trafficking, and services available to assist victims have been prioritised. Over the last two years, the Council has provided training for its staff. The online e-learning module "Protecting You and Your Community" contains mandatory sections on Modern Slavery as well as Serious Organised Crime and Child Sexual Exploitation. The purpose of the training has been to enable employees to better identify and know how to report, suspected or disclosed incidents of abuse and neglect, including situations involving slavery and trafficking.

9. Targeted activity

9.1 The Council has a strong history of working in partnership with other local authorities, both at county and district level, partner agencies, local charities and community groups including Nottinghamshire's Serious Organised Crime Group. The Council's Public Protection Division contains the operational teams delivering activity locally both in respect of responding to issues reported on a daily basis and creating and coordinating medium and longer-term projects that aim to reduce crime and improve public safety, gathering intelligence and disrupting activity where appropriate.

9.2 In support of its corporate objectives, the Council facilitates and leads the Broxtowe Complex Cases Panel. This has a very broad membership and its key priority is to ensure that all agencies are working together to share intelligence, help identify adults at risk and agree actions that can be taken to provide tailored support. Where this panel identifies potential abuse or slavery, the necessary enforcement agencies are informed and referrals made to local and national support agencies.

10. Monitoring our effectiveness

10.1 The Council will use the following steps to regularly review and monitor the measures being implemented to address slavery and human trafficking and to safeguard against such activity in any part of its business or supply chains:

- i) Record the number of employees provided with training on modern slavery and human trafficking;
- ii) Carry out an annual review to identify any deficiencies within our policies and practices and take appropriate action to rectify these to strengthen our ability to address slavery and human trafficking;
- iii) Carry out periodic internal audits to ensure compliance with the policy

December 2018

APPENDIX 2

MODERN SLAVERY ACT 2015. SECTION 54

- (1) A commercial organisation within subsection (2) must prepare a slavery and human trafficking statement for each financial year of the organisation.
- (2) A commercial organisation is within this subsection if it—
 - (a) supplies goods or services, and
 - (b) has a total turnover of not less than an amount prescribed by regulations made by the Secretary of State.
- (3) For the purposes of subsection (2)(b), an organisation's total turnover is to be determined in accordance with regulations made by the Secretary of State.

A slavery and human trafficking statement for a financial year is—

- (a) a statement of the steps the organisation has taken during the financial year to ensure that slavery and human trafficking is not taking place—
 - (i) in any of its supply chains, and
 - (ii) in any part of its own business, or
- (b) a statement that the organisation has taken no such steps.

An organisation's slavery and human trafficking statement may include information about—

- (a) the organisation's structure, its business and its supply chains;
- (b) its policies in relation to slavery and human trafficking;
- (c) its due diligence processes in relation to slavery and human trafficking in its business and supply chains;
- (d) the parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps it has taken to assess and manage that risk;
- (e) its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate;
- (f) the training about slavery and human trafficking available to its staff.

A slavery and human trafficking statement—

- (a) if the organisation is a body corporate other than a limited liability partnership, must be approved by the board of directors (or equivalent management body) and signed by a director (or equivalent);
- (b) if the organisation is a limited liability partnership, must be approved by the members and signed by a designated member;
- (c) if the organisation is a limited partnership registered under the Limited Partnerships Act 1907, must be signed by a general partner;
- (d) if the organisation is any other kind of partnership, must be signed by a partner.

If the organisation has a website, it must—

- (a) publish the slavery and human trafficking statement on that website, and
- (b) include a link to the slavery and human trafficking statement in a prominent place on that website's homepage.

Equality Impact Assessment

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

Public bodies are required in it to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
- foster good relations between people who share a protected characteristic and people who do not share it.

The public sector Equality Duty came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation.

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how

they act as employers, how they develop, evaluate and review policies, how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to advance equality of opportunity involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they considered the aims of the Equality Duty. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Chief Executive's	Lead officer responsible for EIA	David Gell
Name of the policy or function to be assessed:		Modern Slavery and Human Trafficking Statement	
Names of the officers undertaking the assessment:		David Gell	
Is this a new or an existing policy or function?		New	
<p>1. What are the aims and objectives of the policy or function? It details the steps the Council has taken to understand potential modern slavery risks related to its business and to put in place measures that are aimed at ensuring that these offences are not committed in its own business or its supply chains.</p>			
<p>2. What outcomes do you want to achieve from the policy or function? That the Council is alert to the risks of, and strives to ensure that its supply chains are free from, slavery and human trafficking.</p>			
<p>3. Who is intended to benefit from the policy or function? The Council and all companies and individuals involved in its supply chains.</p>			
<p>4. Who are the main stakeholders in relation to the policy or function? Council officers, councillors, suppliers, sub-contractors, staff working for suppliers and sub-contractors, partner organisations.</p>			
<p>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?</p> <ul style="list-style-type: none"> • 5145 potential victims were submitted to the National Referral Mechanism in 2017; a 35% increase on 2016. • Reporting showed potential victims of trafficking from 116 different nationalities in 2017. • Albanian, UK and Vietnamese nationals remain the most commonly reported potential victims. • The most common exploitation type recorded for potential victims exploited as adults and minors was labour exploitation, which also includes criminal exploitation. <p>The 5145 referrals comprised 2454 females (47%) and 2688 males (52%), with 3 (<1%) recorded as transgender. 3027 (59%) were referred for adult exploitation categories and 2118 (41%) referred for exploitation as a minor.</p> <p>Of the 5145 referrals, 2267 were made by central government departments, 1384 by the police (24 by Nottinghamshire Police), 705 by charities and the third sector, and 789 by local authorities (including 10 from Nottinghamshire).</p> <p>(National Crime Agency – National Referral Mechanism Statistics 2017)</p>			
<p>6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?</p>			

None

<p>7. What has stakeholder consultation, if carried out, revealed about the nature of the impact? N/A</p>
<p>8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? Yes. In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:</p>
<ul style="list-style-type: none">• Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified? By the very nature of the issue it is addressing, the statement will have far more relevance for, and effectively targets, those from ethnic backgrounds as they are the ones most likely to be affected by human slavery and trafficking.
<ul style="list-style-type: none">• Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified? The statement applies equally to all equality groups
<ul style="list-style-type: none">• Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function? No
<ul style="list-style-type: none">• Could the policy or function promote or contribute to equality and good relations between different groups? If so, how? By addressing the issue of trafficking and modern slavery, the statement sets out the Council's position and as such, will be a major contribution to equality due to the problem caused for different ethnic groups
<ul style="list-style-type: none">• What further evidence is needed to understand the impact on equality? None

<p>9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?</p>
<p>Age: No adverse impact has been identified</p>
<p>Disability: No adverse impact has been identified</p>
<p>Gender: No adverse impact has been identified</p>
<p>Gender Reassignment: No adverse impact has been identified.</p>
<p>Marriage and Civil Partnership: No adverse impact has been identified.</p>
<p>Pregnancy and Maternity: No adverse impact has been identified.</p>

Race: No adverse impact has been identified.
Religion and Belief: No adverse impact has been identified
Sexual Orientation: No adverse impact has been identified.

Head of Service: I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.
Signature of Head of Service: D Gell 20/11/18

Report of the Chief Executive

APPRENTICESHIP STRATEGY

1. Purpose of report

To seek approval for the introduction of an Apprenticeship Strategy.

2. Detail

The government has introduced, in respect of companies with an annual paybill of over £3 million, an Apprenticeship Levy in order to fund new apprenticeships. The levy is charged at a rate of 0.5% of an employer's paybill. In terms of Broxtowe Borough Council, the contribution equates to approximately £37,000 per annum at current staffing levels. The government automatically adds 10% to the funds in an employer's account on a monthly basis.

Actions are underway to ensure the contributions of Broxtowe Borough Council are appropriately used. One of those actions has been to produce an Apprenticeship Strategy, both in respect of the Levy and also the authority's wider commitment to staff development.

The proposed Apprenticeship Strategy is attached at appendix 1 and an Equalities Impact Assessment has been included at appendix 2.

Recommendation

The Committee is asked to RESOLVE that the Apprenticeship Strategy be approved.

Background papers

Nil



Broxtowe
Borough
COUNCIL

APPRENTICESHIP STRATEGY 2019 -2021

Policy and Performance Committee 12th December 2018

CONTENTS

1. Introduction and purpose
2. Background
3. Corporate visions and Aims
4. Overall aim
5. Objectives
6. How the objectives will be achieved
7. How success will be measured
8. Delivery of the Apprenticeship Strategy
9. Reporting

APPRENTICESHIP STRATEGY

1. Introduction and purpose

Broxtowe Borough Council ('the Council') is committed to investing in its staff, ensuring that skills gaps are filled in order to continue to deliver an excellent, value for money service to the public. The Council's 2016-20 Corporate Plan states 'Broxtowe...a great place where people enjoy living, working and spending leisure time' and identifies Business Growth as one of its priorities.

Apprenticeships within the Council are seen and valued as high quality pathways to successful careers, providing opportunities for new and existing employees to develop, and which assist the Council in meeting its current and future skills needs.

The implementation of the Apprenticeship Strategy and utilisation of the Apprenticeship Levy funds available will assist the Council in its commitment to developing opportunities for people. Apprenticeship opportunities will also ensure that the Council continues to up-skill its workforce and reduce the percentage of staff with no formal qualifications.

2. Background

In April 2017, the Government introduced the Apprenticeship Levy (the Levy) which is applicable to all UK employers with an annual wage bill of £3 million or more. This is to ensure that by 2020, there is a commitment to an additional 3 million apprenticeships in order to boost productivity by investing in human capital and developing vocational skills. The Levy is charged at 0.5% of the annual pay bill based on Class 1 National Insurance Contributions via PAYE (Pay As You Earn) alongside tax and National Insurance. The Levy is intended to ensure that relevant funding is available to provide further opportunities.

In addition, the Government will apply a 10% top-up to the funds for spending on apprenticeship training. Therefore for every £1 that enters an employer's Digital Apprenticeship Account, employers get another £0.10 from Government. The monthly top-up will be applied at the same time the funds enter the digital account.

Each monthly contribution and Government top up will expire after 24 months if not used to purchase apprenticeship training and assessment. However, the Council can award up to 10% of unspent levy to a partner organisation.

The Government also requires public sector organisations with over 250 employees to have an average of 2.3% of their workforce to be apprentices over

the period 1 April 2017–31 March 2021. Based on Broxtowe Borough Council's current headcount, this equates to 11 apprentices in training over the period.

3. Corporate Vision and Aims

The aim of this strategy accords with the Council's stated Vision and Values which are:

Vision

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

Values

Going the extra mile - a strong, caring focus on the needs of all communities

Ready for change - innovation and readiness for change

Employees - valuing employees and enabling the active involvement of everyone

Always improving - continuous improvement and delivering value for money

Transparent - integrity and professional competence

4. Overall aim

The aim of the Apprenticeship Strategy is that Broxtowe Borough Council will optimise use of its apprenticeship levy contributions whilst meeting the government public sector apprenticeship targets by way of a high quality 'Broxtowe Apprenticeship Scheme'.

5. Objectives

- Achieve the target of 11 apprentices in training with Broxtowe Borough Council over the period 1st April 2017 to 31st March 2021.
- Maximise use of the training courses available via the Levy for existing members of staff where development needs are identified, and where possible, provide apprenticeship opportunities.
- Minimise the costs of training and assessment, where possible, by working with other local authorities when purchasing apprenticeship provision from training providers.
- Actively promote apprenticeships within the Council as valuable recruitment, retention and progression opportunities and develop a pro-apprenticeship culture amongst managers and staff.
- Increase the range of vocational areas that apprenticeships are offered in.
- Offer apprenticeships at a wider range of levels with a particular focus on growth at level 3 and higher apprenticeship levels and where a skills shortage has been identified.

- Identify skill-gaps and scarce skill subject areas and consider whether they can be met with an appropriate apprenticeship qualification to ensure succession planning for the future.

6. How the objectives will be achieved

- Work with training providers and other local authorities and partner organisations in order to provide opportunities through the Levy.
- Engage senior managers to ensure that aims in relation to apprenticeships are positively communicated.
- Challenge managers to consider offering up vacant posts as possible apprenticeships via General Management Team.
- Promote externally available apprenticeships via social media in order to communicate to a wider audience and demographic.
- Continue to provide work experience opportunities for young people to provide an insight into careers in Local Government and show that there is a clear path from work experience and apprenticeships to further, higher, managerial roles within the Council.

7. How success will be measured

- Meeting the Government's proposed target of 2.3% of our workforce to be apprentices over the period 1 April 2017–31 March 2021
- Number of apprenticeships created
- Number of apprenticeships successfully completed
- Number of apprentices who gain further employment with the Council upon course/qualification completion
- Number of apprentices who gain further employment with an organisation other than the Council upon course/qualification completion
- % of Levy funds are 'drawn down' and utilised fully to develop opportunities and develop the workforce.
- Number of work experience opportunities offered

8. Delivery of the Apprenticeship Strategy

Responsibility for delivery of the strategy will rest with the Human Resources Section. That section will create an Action Plan to reflect the overall aim and objectives of this strategy.

9. Reporting

Progress against specific actions will be reported to General Management Team and to elected members by way of performance information reported to committees.

Equality Impact Assessment

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

Public bodies are required in it to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
- foster good relations between people who share a protected characteristic and people who do not share it.

The public sector Equality Duty came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation.

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how

they act as employers, how they develop, evaluate and review policies, how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to advance equality of opportunity involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they considered the aims of the Equality Duty. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Chief Executive's	Lead officer responsible for EIA	David Gell
Name of the policy or function to be assessed:		Apprenticeship Strategy	
Names of the officers undertaking the assessment:		David Gell	
Is this a new or an existing policy or function?		New	
<p>1. What are the aims and objectives of the policy or function? The aim of the Apprenticeship Strategy is that Broxtowe Borough Council will optimise use of its apprenticeship levy contributions whilst meeting the government public sector apprenticeship targets by way of a high quality 'Broxtowe Apprenticeship Scheme'.</p>			
<p>2. What outcomes do you want to achieve from the policy or function? Achieve the target of 11 apprentices in training with Broxtowe Borough Council over the period 1st April 2017 to 31st March 2021.</p> <p>Maximise use of the training courses available via the Levy for existing members of staff where development needs are identified, and where possible, provide apprenticeship opportunities.</p> <p>Minimise the costs of training and assessment, where possible, by working with other local authorities when purchasing apprenticeship provision from training providers.</p> <p>Actively promote apprenticeships within the Council as valuable recruitment, retention and progression opportunities and develop a pro- apprenticeship culture amongst managers and staff.</p> <p>Increase the range of vocational areas that apprenticeships are offered in.</p> <p>Offer apprenticeships at a wider range of levels with a particular focus on growth at level 3 and higher apprenticeship levels and where a skills shortage has been identified.</p> <p>Identify skill-gaps and scarce skill subject areas and consider whether they can be met with an appropriate apprenticeship qualification to ensure succession planning for the future.</p>			
<p>3. Who is intended to benefit from the policy or function? Council staff; those receiving the Council's services; councillors</p>			
<p>4. Who are the main stakeholders in relation to the policy or function? Staff, management, trade unions, councillors</p>			

5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?

Between 2002/03 and 2016/17, the percentage of people from the Asian, Black, Mixed and Other ethnic groups combined starting an apprenticeship increased from 5.3% to 11.2%

There were 6 times as many apprenticeship starts among people from the Asian, Black, Mixed and Other ethnic groups in 2016/17 as there were in 2002/03, increasing from 8,900 to 55,300

In 2016/17, 87.7% of people starting an apprenticeship were White, while people from White ethnic groups made up 84.8% of the general population of England (Source: Education and Skills Funding Agency Oct 2018)

People aged 25 and over accounted for 46% of apprenticeship starts in 2016/17. People aged 19-24 accounted for 29% and those aged under 19 accounted for 25%.

In 2016/17, 54% of apprenticeships starts were by women and 46% by men. The number of women starting apprenticeship in England has been higher than men for every year since 2010/11. The number of women starting apprenticeships has been higher than men in every year since 2010/11.

In 2016/17, 10% (50,500) of apprenticeship starts were learners with learning difficulties and/or disabilities, slightly less than in 2015/16, but up 10,000 (25%) from 2011/12. The proportion of starts by apprentices with learning difficulties or disabilities has been steadily increasing since 2011/12, and also increased slightly from 2015/16 to 2016/17.

(Source: House of Commons Briefing Paper Number 06113, 6 November 2018)

Over 7 million people or 18% of the working-age population in Britain are disabled as defined as by the Equality Act 2010

(Source: Employers' Forum on Disability).

6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?

None

7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?

N/A

8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways?

Yes

In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:

- Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified?**

No group is excluded. However, national figures would indicate that some groups are more likely to undertake an apprenticeship course than others. This includes White

British, female, non-disabled, below 25 years of age. However, this is just indicating national trends. The Council's Apprenticeship Strategy will not target or exclude any specific group.

The strategy would positively impact on all groups as it emphasises the Council's commitment to promoting training among all members of its workforce.

- **Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified?**

National figures (see above) would indicate that certain groups are likely to be under-represented in terms of take up of apprenticeships. However, the Council's Strategy is open to access by all equality groups within the Council.

- **Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function?**

There is an issue that older members of staff may not wish to access apprenticeship courses as they are traditionally seen as something for young people. However, the strategy will not limit accessibility to any particular age group.

- **Could the policy or function promote or contribute to equality and good relations between different groups? If so, how?**

As mentioned above, the strategy will give all groups equal access to courses. This should be seen as positive by all groups.

- **What further evidence is needed to understand the impact on equality?**

Continuing review of data within the Workforce Profile and matching this up with characteristics of those undertaking apprenticeship courses.

9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?

Age:

Potential adverse impact due to perception that apprenticeship courses are only for younger employees. Will be necessary to stress and make clear that courses are available for any employee, whatever their age. The appropriateness of the course will be based on their role, it's requirements, and identified training needs.

Disability:

As with any aspect of a disabled employees role with the council, reasonable adjustments will be made for the undertaking of an apprenticeship course, just as they would be for their day to day duties.

Gender:

Potential adverse impact if national trends are followed. Requirement to ensure all applications assessed equally.

Gender Reassignment:

No adverse impact has been identified.

Marriage and Civil Partnership: No adverse impact has been identified.
Pregnancy and Maternity: No adverse impact has been identified.
Race: No adverse impact has been identified.
Religion and Belief: No adverse impact has been identified
Sexual Orientation: No adverse impact has been identified.

Head of Service:
I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.

Signature of Head of Service: D Gell 20/11/18

Report of the Chief Executive

PEOPLE STRATEGY

1. Purpose of report

To advise of, and seek approval for, the People Strategy.

2. Detail

It is best practice for all employers, no matter what type of organisation, to adopt a People Strategy aligned to its corporate priorities and overall objectives.

Broxtowe Borough Council recognises that its workforce is its most valuable asset. As at 31 October 2018, 409.71 Full Time Equivalent officers were employed by the Council (not including Liberty Leisure). Without the commitment of our skilled people, we would be unable to provide the extensive range of high quality services which we do at present.

This People Strategy, included at appendix 1, outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; and manage their potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services and the priorities identified in the Corporate Plan. An Equality Impact Assessment is included at appendix 2.

Recommendation

The Committee is asked to RESOLVE that the People Strategy 2019-22 be approved.

Background papers

Nil



**Broxtowe
Borough
COUNCIL**

PEOPLE STRATEGY 2019 -2022

Policy and Performance Committee 12 December 2018

1.0	Introduction
2.0	Objective
3.0	Corporate Vision and Values
4.0	What we have done so far
5.0	Workforce profile
6.0	Key themes
6.1	Building inspirational leadership
6.2	Developing our people
6.3	Developing our capacity
6.4	Recruiting the right people
6.5	Ensuring diversity and equality exists within our workforce
6.6	Supporting the well-being of our people
7.0	Other actions
8.0	Delivery of the People Strategy
9.0	Reporting

1.0 Introduction

Broxtowe Borough Council ('the Council') recognises that its workforce is its most valuable asset. Without the commitment of our skilled people, we would be unable to provide the extensive range of high quality services which we do at present.

It is essential that we develop our people and ensure they are engaged, resilient, and feel well supported. These things are important at any time but take on a greater significance with the challenges which we face going forward.

This People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services and the priorities identified in the Corporate Plan.

2.0 Human Resources Objective

To establish and maintain a valued workforce comprising motivated, flexible, skilled people, encouraged and supported by inspirational leadership to fulfil their potential in order to provide excellent customer service and deliver the Council's priorities.

3.0 Corporate Vision and Values

The Human Resources objective of this strategy accords with the Council's stated Vision and Values which are:

Vision

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

Values

Going the extra mile - a strong, caring focus on the needs of all communities

Ready for change - innovation and readiness for change

Employees - valuing employees and enabling the active involvement of everyone

Always improving - continuous improvement and delivering value for money

Transparent - integrity and professional competence

4.0 What we have done so far

A number of initiatives have taken place in the recent past. These include:

4.1 Mindful Employer Charter

The Council signed the Charter for Employers who are Positive about Mental Health in June 2015 demonstrating a commitment to supporting employees and job applicants who suffer from mental health issues.

4.2 Armed Forces Covenant Employer Recognition Scheme

During 2018 the Bronze Standard in this scheme was achieved. It indicates the Council's commitment to supporting the Armed Forces through its employment practices.

4.3 E-Learning

In November 2014, the Council launched a dedicated e-learning package called Broxtowe Learning Zone as a platform designed to provide employees and members with access to a range of online courses, resources, development tools and activities. Since its inception, over 15,269 courses have been completed with December 2016 gaining the most course completions within one month with a total of 1,401.

4.4 Apprenticeships

During 2012-2018, the Council offered 19 apprenticeship opportunities across the organisation and will make a commitment to continue to offer further opportunities to fall in line with the government's implementation of an Apprenticeship Levy from April 2017.

4.5 Work Experience

Work experience and other placements have also continued to be offered during 2012-2018 with a total of 140 opportunities offered of which 121 were attended working in various departments across the authority.

4.6 Brock's Benefits

During 2012-2018 the Council continued to offer employee benefits through 'Brock's Benefits', offering employees discount, saving and access to salary sacrifice schemes such as Childcare Vouchers and Cycle to Work schemes.

4.7 Employee Assistance Programme

In November 2013, the Council launched a new Employee Assistance Programme through PAM Assist, offering all employees and family members in their household with 24/7 confidential support and access to both telephone and face to face counselling.

4.8 Disability Confident Employer

In 2017, the Council achieved Level 2 (of 3) in this scheme which aims to help in the successful employment and retention of disabled people and those with health conditions.

5.0 Workforce profile

The latest data on the Council's human resources can be found on the Council's intranet.

6.0 Key themes

There are six themes to the strategy. These are:

- Building inspirational leadership
- Developing our people
- Developing our capacity
- Recruiting the right people
- Ensuring diversity and equality within our workforce
- Supporting the wellbeing of our people

We think these are important and will all contribute to our overall objective. We will have a detailed rolling action plan, refreshed annually, but the broad outcomes we expect to see are set out under each theme. The themes are interrelated rather than stand alone. Progress has already been made in some while others require more focus.

6.1 Theme 1: Building inspirational leadership

Aim: To promote a culture in which inspirational leadership is enthusiastically encouraged and the success of colleagues is celebrated.

We will seek to achieve this aim by:

- Equipping managers with the necessary training to develop their leadership skills through development programmes
- Positively challenging leaders to inspire others and develop a culture of trust and confidence
- Celebrating the successes of others
- Ensuring managers are trained in commercial opportunities
- Encouraging high and ethical standards of leadership

Our progress will be monitored by:

- % of employees who have completed on-line Code of Conduct awareness training
- Number of leadership programmes undertaken by managers and those aspiring to develop their management skills
- Staff satisfaction relating to being led by managers
- Number of successful change management initiatives completed
- Staff level of trust and confidence in managers
- Managers' ability to be role models and leaders of integrity and substance
- % of managers trained in the need for commerciality
- Number of whistleblowing cases

6.2 Theme 2: Developing our people

Aim: To provide all employees with access to training opportunities and build a culture of learning and development ensuring succession planning, employee retention, and sustainability.

We will seek to achieve this aim by:

- Identifying skills gaps and providing the necessary training tools to develop staff for the future
- Encouraging staff to continually develop through training
- Identifying training and development needs through staff appraisals
- Continually developing the Broxtowe Learning Zone e-learning portal
- Investing in apprenticeships across our diverse work areas
- Ensuring leaders at all levels are responsible for creating an environment where teams and individuals want to develop and improve
- Creating more opportunities for people to learn through non-course activities such as secondments, shadowing and coaching
- Continuing to provide clarity about what skills we expect people to develop
- Ensuring elected members have the right skills and development to undertake their role
- Increasing the number of staff with NVQ Level 2 or above.
- Undertake succession planning for specific roles.

Our progress will be monitored by:

- Number of apprenticeships created
- Number of compulsory and voluntary Broxtowe Learning Zone (BLZ) courses undertaken
- % of staff who have received an annual appraisal
- % of staff with a qualification to level NVQ 2 or above
- Average number of learning days per employee
- % of elected members receiving formal training
- % of staff who have received opportunities for secondment, shadowing, or coaching
- % of staff who are aware of their own training needs
- Number of officers who are promoted internally.

6.3 Theme 3: Developing our capacity

Aim: To actively promote and develop a workforce that is able to deliver our objectives in a changing business world through the use of technology, and agile and flexible working.

We will seek to achieve this aim by:

- Analysing the impact of changes at national level on the resourcing of our services – what will need to grow and what will need to shrink
- Understanding the potential of technology for working smarter and more cost effectively
- Proactively reviewing and redesigning services and processes to ensure they are the most effective
- Considering whether services should be directly delivered, commissioned or delivered in partnership
- Expanding and enhancing the opportunity for flexible workstyles and supporting technology to increase productivity
- Improving the ability of our people to be adaptable and agile in response to changing circumstances. mentoring, job shadowing, sabbaticals and secondments
- Ensuring that change is managed effectively and that the culture continues to develop around our agreed values
- Embracing and implementing the recommendations of the New Ways of Working Project Group
 - Developing a responsive and adaptive workforce that is open to change.

Our progress will be monitored by:

- % of employees who have worked from home as part of new ways of working
- Number of employees able to work flexibly
- Number of teams where new ways of working has been implemented
- Review of new ways of working where implemented
- % of staff who have received opportunities for secondment, shadowing, or coaching.

6.4 Theme 4: Recruiting the right people

Aim: To recruit and retain the right people who share our values.

How will we achieve this?

- Recognising managers as much for their leadership and people management skills as their professional expertise
- Approaching succession planning by supporting the development of individuals while meeting the future skills requirements of the Council
- Investing in the development of our people to ensure we retain the best skills
- Ensuring people are recruited for their values and generic skills around communication, organisation, and caring as well as their professional skills.
- Managers to identify future skills gaps
- Reviewing pay scales.

Our progress will be monitored by:

- Number of manager posts filled internally which are retained for 12 months
- Number of staff taking non-vocational development courses
- Assessment at interview to take account of values and generic skills
- % of staff turnover in skilled shortage areas
- Reducing the number of posts where there is failure to recruit

6.5 Theme 5: Ensuring diversity and equality exists within our workforce

Aim: To actively promote and sustain a diverse and integrated workforce.

How will we achieve this?

- Embedding equality and diversity with a focus on the nine protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation into all aspects of Broxtowe employee life
- Developing, monitoring and reviewing equality and diversity targets
- Promoting the Council as an organisation which actively promotes and embraces diversity and equality
- Ensuring that policies and procedures promote equality and diversity at the Council
- Evaluating the grading of jobs in a consistent and transparent manner

Our progress will be monitored by:

- Achieving the 'Excellent' level within the Equality Framework for Local Government
- The extent to which employees feel that the Council is committed to equality and values diversity
- The extent to which the Council develops, values and acknowledges good practice in diversity and equality

- Achieving the “Leader” level (Level 3) in the Disability Confident Scheme
- % of staff undertaking equality and diversity training
- % of disabled and black and minority ethnic (BME) staff employed by the Council
- Membership of Defence Employer Recognition Scheme
- Reducing the gender pay gap

6.6 Theme 6: Supporting the wellbeing of our people

Aim: To support our people to maintain good physical and mental health, and promote healthy lifestyle choices.

How will we achieve this?

- Encouraging a culture which supports a positive attitude to physical and mental health, safety and wellbeing
- Actively supporting employees who have been ill to return to work in a timely manner
- Helping employees to manage change and the implications of change in a positive way
- Providing opportunities for people to assess their health and make adjustments to their lifestyles
- Encouraging an approach to work which focuses on productivity and outcomes rather than “presenteeism”
- Developing supportive, clear approaches to performance management with timely and constructive feedback
- Ensuring that employees have access to information and training to help keep the workplace safe
- Offering access to programmes to promote positive health and health improvements
- Offering confidential counselling and support through PAM Assist
- Promoting a healthy work-life balance.

Our progress will be monitored by:

- Provision of Mental Health Champions
- Membership of “We’re In” mental health initiative
- Number of managers being trained in mental health awareness
- Number of days lost to sickness absence
- Number of days lost as a result of work related stress
- Membership of Nottinghamshire Wellbeing at Work Scheme
- Regular review of HR policies
- Number of health and lifestyle programmes made available to employees

7.0 Other actions

In order to gauge the views of officers on the above and other issues, an annual staff survey will be undertaken. This will be used to assess our progress and line of travel going forward.

8.0 Delivery of the People Strategy

People management is the responsibility of all managers and the role of the Human Resources function is to work with managers as partners to meet their service objectives through their employees.

9.0 Reporting

Progress against specific actions will be reported to General Management Team and to elected members by way of performance information reported to committees.

**Human Resources
Broxtowe Borough Council
Council Offices
Foster Avenue
Beeston
Nottingham
NG9 1AB**

Tel: 0115 917 7777

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The document is also available on our website:

www.broxtowe.gov.uk

Equality Impact Assessment

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

Public bodies are required in it to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
- foster good relations between people who share a protected characteristic and people who do not share it.

The public sector Equality Duty came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation.

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how

they act as employers, how they develop, evaluate and review policies, how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to advance equality of opportunity involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they considered the aims of the Equality Duty. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Chief Executive's	Lead officer responsible for EIA	David Gell
Name of the policy or function to be assessed:		People Strategy	
Names of the officers undertaking the assessment:		David Gell	
Is this a new or an existing policy or function?		Existing	
<p>1. What are the aims and objectives of the policy or function? To establish and maintain a valued workforce comprising motivated, flexible, skilled people, encouraged and supported by inspirational leadership to fulfil their potential in order to provide excellent customer service and deliver the Council's priorities.</p>			
<p>2. What outcomes do you want to achieve from the policy or function?</p> <ul style="list-style-type: none"> • A culture in which inspirational leadership is enthusiastically encouraged and the success of colleagues is celebrated. • All employees to have access to training opportunities and a culture of learning and development ensuring succession planning, employee retention, and sustainability. • A workforce that is able to deliver our objectives in a changing business world through the use of technology, and agile and flexible working. • Recruiting and retaining the right people who share our values. • A diverse and integrated workforce. • The maintenance of good physical and mental health among our people. 			
<p>3. Who is intended to benefit from the policy or function? All employees and prospective employees; the council; trade union; councillors; service users and local community.</p>			
<p>4. Who are the main stakeholders in relation to the policy or function? Staff, management, trade unions, councillors</p>			
<p>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands? The current Workforce Profile document.</p>			
<p>6. What baseline qualitative data do you have about the policy or function relating to the different equality strands? Feedback from interviewees, exit interviews, internal working groups</p>			

<p>7. What has stakeholder consultation, if carried out, revealed about the nature of the impact? N/A</p>
<p>8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? Yes In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:</p>
<ul style="list-style-type: none"> Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified? No group is excluded. The strategy would positively impact on all groups as it emphasises the Council's commitment to promoting equality and diversity among its workforce. In particular, the commitment to staff wellbeing is emphasised. The strategy will contribute positively in terms of gender due to the commitment to reduce any gender pay gap. The Council has a range of family-friendly policies/schemes. These may be seen as favouring those most likely to be involved with child care (younger females). These policies are entirely justifiable. The promotion of flexible working is of benefit to all groups, but particularly those with caring responsibilities, in that it allows for a better work/life balance to be created and maintained.
<ul style="list-style-type: none"> Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified? Yes.
<ul style="list-style-type: none"> Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function? No. The Council will continue to make reasonable adjustments in respect of any of the groups where these are appropriate.
<ul style="list-style-type: none"> Could the policy or function promote or contribute to equality and good relations between different groups? If so, how? Yes. One of the core themes within the strategy is "To actively promote and sustain a diverse and integrated workforce"
<ul style="list-style-type: none"> What further evidence is needed to understand the impact on equality? Continuing review of data within the Workforce Profile.
<p>9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?</p>

Age: No adverse impact has been identified.
Disability: No adverse impact has been identified.
Gender: No adverse impact has been identified.
Gender Reassignment: No adverse impact has been identified.
Marriage and Civil Partnership: No adverse impact has been identified.
Pregnancy and Maternity: No adverse impact has been identified.
Race: No adverse impact has been identified.
Religion and Belief: No adverse impact has been identified.
Sexual Orientation: No adverse impact has been identified.

Head of Service:
I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.

Signature of Head of Service: D Gell 20/11/18

Report of the Interim Deputy Chief Executive

ANNUAL HEALTH AND SAFETY PROGRESS REPORT 2017/18

1. Purpose of report

To provide the Committee with a progress report 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 have 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 accidents, emergencies and assistance required from any section within the Council, etc.

3. Detail

This report considers:

- Accident report
- Fire safety
- Grenfell Tower
- Training
- Evac chair maintenance
- Water safety assessments
- Eyesight tests
- Hearing tests
- Housing repairs seminar
- COSHH assessments
- HAVS testing.

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

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.

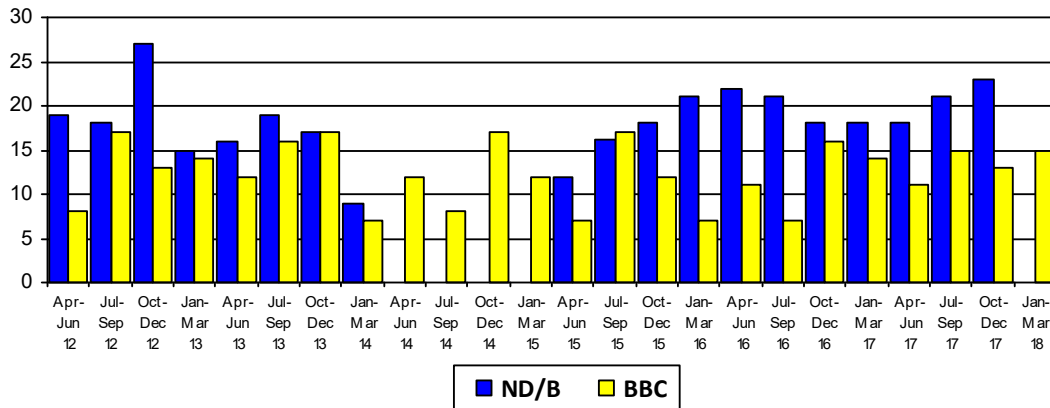
Year	Reportable Accidents		Near-Miss
	Actual number of accidents	Actual number of Reportables	
2000	93	14	
2001	108	19	
2002	111	15	
2003	108	14	
2004	102	14	
2005	90	14	
2006/7	83	13	
2007/8	78	14	1
2008/9	77	13	7
2009/10	74	12	7
2010/11	73	11	0
2011/12	61	8	4
2012/13	53	7	2
2013/14	50	7	1
2014/15	46	6	0
2015/16	43	8	2
2016/17	33	5	4
2017/18	29	4	5

An analysis of the causation of accidents is attached below

1. 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 the comparison is made with data provided by Nottinghamshire Districts and Boroughs (Notts D/B).

**Total Number of Accidents
(Comparison per 1,000 employees)**



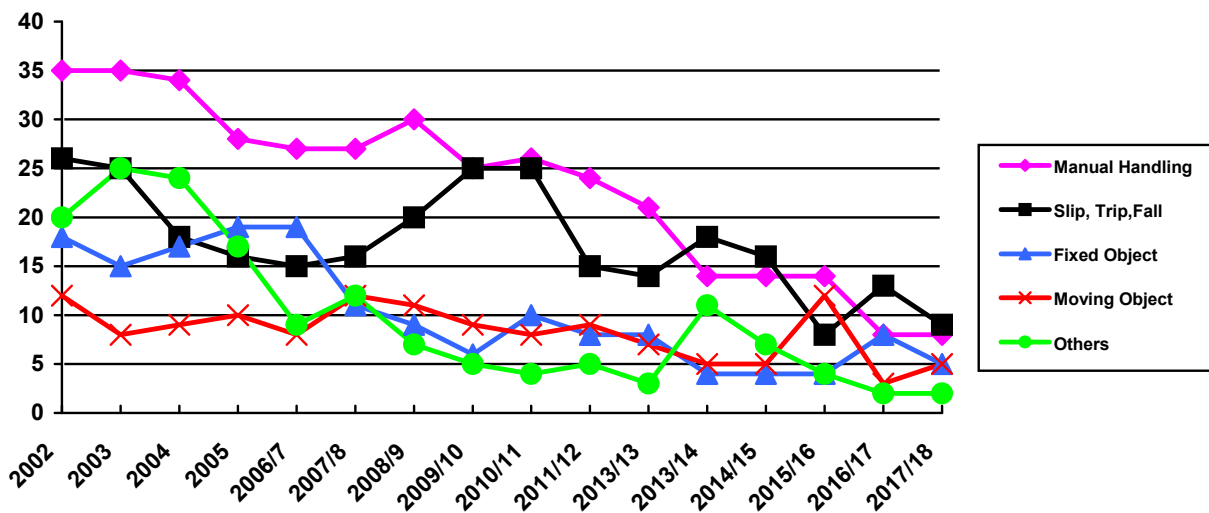
Total Accident Categories

The graph below identifies the categories for the total number of accidents most commonly recorded during 2017/18. The largest number of accidents related to slips, trips and falls (9) which represents 31% of all accidents recorded and is a decrease when compared with the same period in 2016/17.

Manual handling injuries (8) increased by one which represents 28% of all accidents. Those for striking a fixed object and being struck by a moving object both recorded five injuries and accounted for 17% each. 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.

The “others” (2) have decreased slightly and mainly related to insect stings.

Total Accident Categories 2017/18



2. Reportable Accidents

There were four “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 slips, trips and falls and mirrors the total number of accidents recorded. One reportable accident was recorded for manual handling. 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		
Slips, Trips and Falls	2	1		1		2		
Striking a Fixed Object								
Struck by a Moving Object								
Others								

3. Violence at Work

Physical

No physical attacks were reported within this reporting period.

Verbal

Verbal abuse is either encountered face-to-face or via a telephone conversation. There were 14 incidents reported by the Divisions below. These issues are either resolved through discussions with the resident or by Legal Services involvement.

<u>Revs & Bens</u>	<u>Housing</u>	<u>Planning</u>	<u>Communities</u>	<u>Env</u>	<u>Property Services</u>	<u>Environmental Health/ Public Protection</u>
1	8	1	0	0	3	1

4. Lost Working Days

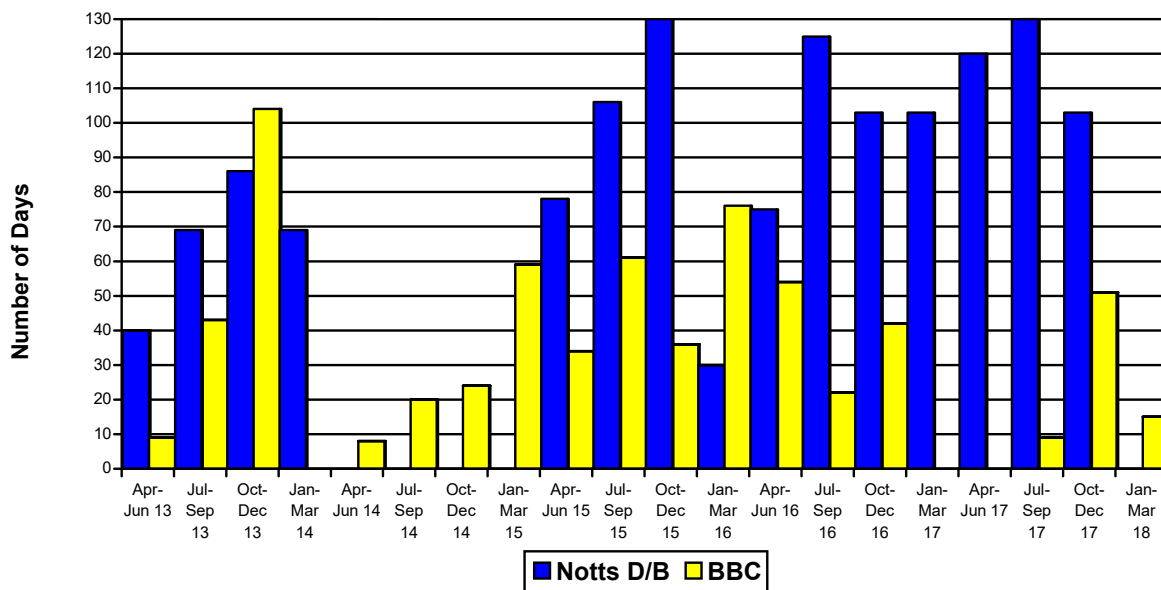
The following graph shows the number of working days lost from reportable accidents per three-months between Districts and Boroughs within the East Midlands. The space for BBC during Jan – Mar 2014 is due to no lost time days being recorded. From April 2015 the comparison is made with data provided by Nottinghamshire Districts and Boroughs (Notts D/B).

The graph shows that 75 days were lost as a result of injuries sustained for the period April 2017 – March 2018. This is a significant decrease when compared with 118 working days lost during the same period in 2016/17. The greatest number of days lost were due to an employee reaching sideways to remove a litter bin instead of standing at the front of the bin to withdraw it.

Note: the blank spaces from January – June 2017 identifies that no lost days were recorded for the Council.

In addition to the above, the total number of days lost due to stress, depression, anxiety was 1096 for 01 April – 30 September 2017 and 1186 days were lost for the second period of the year 01 October 2017 – 31 March 2018. This gives a total loss of 2282 days which is a significant increase from 1075.5 for 01 April – 31 March 2017.

Reportable Lost Working Days



5. Near-Miss

A near-miss is an incident which has not resulted in a personal injury or property damage. Five were reported between 01 April 2017 and 31 March 2018. The first event was due to a strong concentration of bleach being left in a sink in order to clean cloths instead of using new, a toolbox talk was provided.

The second event identified a very slippery walkway due to algae, the path was cleaned.

The third was due to a loose dog showing its teeth at an employee, the resident was spoken too.

The fourth was with regards to how the chairs were arranged/interaction with the public in front of the Citizen’s Advice counter. The furniture was rearranged.

The fifth was due to the small demountable gritter falling of the back of a pickup after the vehicle had gone over a speed hump. It was identified back at the Garage at Kimberley Depot that the gritter hadn’t been secured properly whilst it was in the Garage prior to being take out for the gritting operation. A toolbox talk was undertaken on how to securely fit the demountable gritter body to the pickup.

6. Transport Incidents

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

The Transport and Stores 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%)
Apr-Sep 17	10 (12%)	5 (50%)	4 (40%)	1 (10%)	9 (90%)	1 (10%)	1 (10%)	3 (30%)	6 (60%)
Oct-Mar 18	17 (18%)	8 (47%)	7 (41%)	2 (12%)	13 (76%)	2 (12%)	3 (18%)	5 (29%)	9 (53%)

Section identification from the categories above for Oct-Mar 2018

Refuse	11	5	5	1	8	1	3	4	4
Street Cleansing	4	2	2		4			1	3
Grounds Maintenance	1		1		1				1
Housing	1			1		1			1

Note: in the “at-fault” category there was two other reasons listed.

1. Fire Safety

Fire Safety Inspections

Nottinghamshire Fire and Rescue Service stated that they wish to conduct fire safety inspections at a number of the Council's premises during 2017/18. Arrangements were made for three properties to be audited in April 2018.

Internal Electrical Cupboards

A programme of works at Retirement Living Schemes has been completed 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 has been fitted. Intumescent expanding sealant has also been applied where electrical cabling accesses the meter through the brickwork.

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 disabled scooters catching fire particularly during charging.

Following a number of changes to existing scooter stores during the reporting period 2016/17, three stand-alone misting systems has now been purchased and installed.

Freezers and Hoarding

It has been identified that a number of Retirement Living Schemes have acquired a number of freezers, some full of food which was generally out of date or wrapped in clingfilm. In addition, in a number of store rooms and/or within stairwell various items have accumulated. All of these areas have been cleared and the freezers disposed of. It is thought that these items have been provided by residents or their families.

Fire Zone Notices

A process of checking all of the buildings that the Council has a responsibility for has begun to ensure that fire zonal plans are in place. Those that haven't will receive a plan provided by the health and safety section. This entails visiting the site and making a detailed drawing of the site and recreating it electronically so that it can be displayed at the main entrance.

Roof Spaces

A process of checking Retirement Living Schemes roof spaces has been conducted. This requires loft hatches to be moved above the communal corridors and a visual look at the fire-break walls and for damage from maintenance work. In addition, a random selection of resident's roof spaces was viewed for the same reason.

The above process is not a detailed inspection of the roof spaces, but an observation to ascertain an appreciation.

Independent Inspections

From a “Best Practice Fire” meeting held by Nottinghamshire Fire and Rescue Service and Bestwood Lodge it was raised that independent audits of buildings for fire resilience may be advisable. Ventro Ltd was asked to inspect two general housing blocks of flats and Lawrence Avenue and the Spinney Retirement Living Schemes. After a number of teething problems with the reports, they identified a number of issues in particular damage to walls and fire break walls from maintenance. A change of attack was undertaken, instead of inspecting all properties and then requiring a report for each, it was decided to appoint A&G Ltd to inspect and repair one property at a time. This provided a better use of fund and ensured defects were repaired at the point of notice. These inspections go beyond the requirement of fire risk assessments require by the Regulatory Reform (Fire Safety) Order.

These independent inspections were instigated prior to the Grenfell Tower fire which is evidence of the proactive stance taken by this Council.

2. Grenfell Tower Incident

A fire took place at the Grenfell high rise block of flats in the Borough of Kensington and Chelsea, London on 14 June 2017 with 71 people named as killed or presumed dead.

Following this fire the Chief Executive has chaired a number of meetings with senior officers to ascertain the position of the Council’s fire safety arrangements for retirement living, general housing stock and other buildings within the borough. Retirement living buildings are on an annual rolling programme of assessments conducted by the Health and Safety Manager. The general housing blocks of flats are on a three-year programme conducted by the Modernisations Manager. Some of the above blocks have had wall cladding fitted but it is not the same as the aluminium composite material which was fitted to the Grenfell Tower block of flats.

The Chief Executive has also ensured that the Council is complying with all information released by Central government and other sources that is relevant.

3. Training

Training on a range of health and safety topics is 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 2017 to 31 March 2018:

Annual In-House Training

Course Subject	Number of Employees attended	Outcome/impact
Health and Safety Induction	120	Mandatory training which is attended by all new employees, work placements and those from Agencies.
Park Attendant Inductions	6	Mandatory training which is attended summer park attendants, so that they can work to the Council's standards.
Control of Substances Hazardous to Health (COSHH) Awareness	28	Provided to employees who use chemicals or would come into contact with them as part of a cleaning-up task.
Sharps Awareness Training	6	Employees who are required to collect needles or at risk of coming into contact with needles.
Risk Assessment Awareness Training	10	Training provided for Managers and Supervisors who are required to undertake risk assessments.
Fire Warden Training	4	To train/refresh fire wardens on the procedure for the safe evacuation of persons within their designated area.
Manual Handling Awareness Training	14	Initial or refresher training for manual employees involved in significant manual handling tasks.
Housing Repairs Health and Safety Seminar for Contractors	19	A range of subjects discussed with Housing Repairs Contractors to confirm standards of work which are acceptable to the Council. Information packs provided.
Housing Repairs Health and Safety Seminar for Employees	38	A range of subjects discussed with all Housing Repairs Operatives and support employees together with the provision of information packs.

Training by an External Provider

Full First Aid at Work	12 (plus 10 for Liberty Leisure)	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	35	Training in basic first aid provided for employees who are generally mobile.
Safe Working Near Water	37	Half day training for employees who are liable to work in or near floodwater.

eLearning - Personal Safety Training

A working group has created an eLearning bespoke Broxtowe "Your Personal Safety" module that was launched on 1 November 2017.

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).

Location of evacuation chairs serviced in 2017:

- Town Hall 2
- Council Offices 3
- Bramcote Leisure Centre 3
- Kimberley Leisure Centre 1
- Chilwell Olympia Sports Centre 1

4. Water Safety Assessments

Following the tragedy of a 13 year-old boy drowning in the River Erewash (Environment Agency watercourse) on Saturday 24 September 2016, discussions took place with regards to watercourses that the Council had a responsibility to manage and the risks associated. Assessments were undertaken by the Health and Safety Manager and the Environmental Projects Officer and upon completion it was concluded that there were a few potentially high-risk sites but the risks at the majority of sites were generally medium to low.

A systematic approach was developed and the outcomes were documented, resulting in the development of a £33,000 action plan to mitigate risks. These works will be completed in 2018/19.

This work has been taken up as a best practice model for Nottinghamshire and is to be rolled out throughout the County under the auspices of the Nottinghamshire Water Safety Partnership. Presentations and on-site assistance has been undertaken with Nottinghamshire County Council, Rushcliffe and Gedling Borough Councils.

5. Health Promotion

Audiometry

Four sessions of audiometry (hearing test) were conducted during December 2017 for new and existing employees (27) from various Sections.

Hand Arm Vibration Syndrome

A hand arm vibration syndrome (HAVS) health surveillance form was supplied by one of the Council's health providers – Medigold. The form was issued by the Health and Safety Officer to 78 employees for completion. The forms were collated and sent to Medigold for assessment.

Eyesight Tests

On 22 December 2014 a refuse vehicle collided with pedestrians in the city centre of Glasgow killing six and injuring fifteen others. Unfortunately, the driver had concealed a pre-existing medical condition. Whilst it is not possible to undertake a full medical examination of all the Council's LGV drivers, it is possible for the Council to ascertain that its drivers have acceptable eyesight and if needed the provision of glasses.

Therefore, due to there being a higher standard requirement for LGV driver eyesight, it is now mandatory for all existing LGV drivers to undergo an eye and eyesight test at the Council's expense at Specsavers. All LGV drivers have now had their eyesight tested. Furthermore, that all new drivers will be expected to undertake the above either prior or during their first week of employment. Agency drivers will consult with their agency for any assistance.

All other drivers of Council vehicles have received vision screening at four sessions held in the Mediright mobile health screening vehicle at Kimberley Depot. This test included - near/far vision individual eyes and both eyes together, intermediate vision, visual range, depth vision, basic colour vision, depth vision and night vision

6. Housing Repairs Seminar

On 21 February 2018 a housing repairs health and safety seminar was undertaken at the Town Hall and 19 contractors attended. The seminar was divided into two sessions:

Contractors were invited to the morning session; this provided an opportunity to discuss standards of work that would be acceptable to the Council, compliance with the regulations, data protection, the reporting of issues identified unrelated to their work, customer care standards, waste and recycling, payment of invoices, etc. Each contractor was also presented with a handbook entitled Working on behalf of Broxtowe Borough Council – Standards for Contractors

A health and safety presentation was provided in the afternoon session for 38 housing repairs employees and featured some of the above, but with the addition of fire safety, COSHH, risk assessment, accident reporting, manual handling, personal protective equipment, etc. In addition, four groups were formed and each reviewed a set of task risk assessments and provided feedback. A walk through a COSHH risk assessment was also provided to ensure the safe use of chemicals. All attendees enjoyed a health and safety quiz and finally were given a set of relevant health and safety policies and codes of safe working practices, which would be worked through at subsequent team meetings.

7. COSHH Assessments

The health and safety section has completed COSHH assessments for every section which has been extremely time consuming involving 448 chemicals. Each section has been provided with an electronic folder containing its COSHH risk assessments. It is proposed to pass on the responsibility of reviewing these assessments to each section. Any new chemicals purchased can be assessed by the health and safety section, if requested. To ensure assessments are reviewed every three-year an email will be sent to each section by the health and safety section with a deadline for completion.

8. Vibration Testing

Grounds Maintenance tools were tested in March 2018 to ascertain the level of vibration emitted. This testing is conducted annually after winter maintenance has been conducted and prior to the start of the horticultural season. After testing a coloured label is attached to the tool to identify its category in terms of the amount of vibration emitted. Those which are identified as being high are returned to the workshop for investigation. Every effort is made to ensure other tools which notoriously record high vibration due to their design are 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.

The current process following the above testing is for the HAVS monitoring database to be updated which calculates individual vibration levels – daily/weekly following submission of a HAVS tool usage form by the employee. Although the system works well, it relies on the individual employee stating exact trigger times on the HAVS tool usage form, which unfortunately tends not to be accurate due to the nature of the work and the reliability of employees to complete the form accurately.

The Environment Division is in the process of purchasing a monitoring system from Reactec Ltd. The system consists of a card being fixed to each tool and the employee wears a recorder in the form of a programmed watch. When the tool is used the card sends a signal to the watch thus accurately recording precise trigger time. Should an employee use several different types of tool during the working day, the trigger time is still calculated for that individual. At the end of the working day the watch is returned to a base station and the total amount of vibration received by the individual is recorded, this information can also be broken down to the different tools used. The benefits are that accurate vibration levels are recorded for each employee thus eliminating the human factor and in addition, the system monitors how efficient the tool is working or not.

A business case to purchase the system has been submitted and a decision is awaited.

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 are subsequently approved by Committees each year.

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 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 31 November 2018 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 October 2018 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 2018/19.

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 2018.

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)*

The Jobs and Economy Committee recommend the Local Plan Part 2 to Full Council for adoption. The Local Plan Part 2 has been submitted for examination by a Government Planning Inspector. Local Plan Examination hearings will take place over two weeks from 4- 14 December 2018. Although the examination is at an early stage, it is a good sign that the Inspector is looking to proceed to the hearing sessions. The adoption of the local plan will enable us to demonstrate we have an up to date plan and 100% of land supply available to meet housing demand.

- *Become an excellent housing provider (Ho2)*

On 4 July 2018 Policy and Performance Committee approved changes to the Retirement Living Service. The service will be rebranded as an Independent Living Service, with a focus on 'Enabling older people to retain their independence and quality of life'.

An implementation plan is being drawn up, which will ensure that Retirement Living tenants will encounter minimal disruption to the service they receive during the transition period.

Regular briefings for staff and tenants were held, with the new 'Independent Living Matters' newsletter being sent out in July 2018, to update tenants on the changes. A series of 'Meet the Manager' sessions were arranged across the Borough to enable tenants to discuss any concerns they may have during the transition period.

The Housing Department has introduced a series of morning briefings focusing on key housing topics. These sessions are designed to increase knowledge and share experiences within the team with an emphasis on supporting customers.

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

The Licensing of Houses in Multiple Occupation (Prescribed Description) (England) Order 2018 was introduced on 1 October 2018. This has extended the scope of mandatory licensing to include properties operating as HMOs which are less than three storeys high. The new regulations enforce new minimum room sizes and waste collection arrangements amongst other things.

In order to manage the increase in demand for enforcement and licensing, Policy and Performance Committee in October 2018 approved a new part time Private Sector Housing Officer post.

Critical Success Indicators for Housing

Indicator Description	Code	Achieve 2017/18	Target 2018/19	Q1 2018/19	Q2 2018/19	Trend	Comments (incl. benchmarking)
Supply of ready to develop housing sites	NI159	72%	100%	-	-	Positive	Part 2 Local Plan now submitted. There is a realistic prospect of this plan being adopted in late Spring 2019 which will fully address the five year housing land supply shortage. There are a number of sites allocated which are expected to come forward for development within two years of the adoption of the Local Plan.
Net additional homes provided	NI154	297	360	-	-	Positive	Ongoing dialogue with developers, house builders, economic development colleagues and external funding providers, to unlock the more difficult to develop sites. These efforts are showing signs of success with the highest house building figures for 10 years achieved in 2017/18.
Private sector vacant dwellings that are returned into occupation or demolished	HSLocal_11	54	25	26	3	Negative	A concerted effort was made in quarter 1 due to upcoming increases anticipated in workload in other areas of the teams remit. The target has been achieved early in the year. Work continues in this area.

Indicator Description	Code	Achieve 2017/18	Target 2018/19	Q1 2018/19	Q2 2018/19	Trend	Comments (incl. benchmarking)
Overall satisfaction	HSTOP_01	93%	87%	100%	86.9%	Negative	61 satisfaction forms were received during quarter 2. The reduction in number of surveys is due to the decrease in Keep In Touch visits. The number of surveys will be increased following the implementation of Capita Open Housing phase 1 which improves the facility to survey tenants.

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)*

Finance and Resources Committee committed funds to ensure the development of new incubator space in Beeston town centre. This opportunity arose through the Commercial Strategy and the re-organisation of internal space above shops in the town centre

The Commercial Manager, Economic Development Team and Property Section have worked together to create two new incubation units in Beeston town centre. The intention is that units will be made available for new business start-ups. The location of the new businesses in the heart of Beeston Town Centre will encourage collaboration and spark innovation.

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

Local residents and shoppers were able to visit “Beeston on sands” again this summer giving them chance to feel the sand between their toes, enjoy an ice cream, play on the children’s rides or sit on the giant deck chair. Entry was free and refreshments were sold, including ice creams. The initiative helped boost trade in the town centre.

The final touches are being put to the Kimberley Christmas Market that is being supported by the Economic Development Team for the second year in a row.

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

Street art has been installed to brighten up and add interest to Beeston town centre. New displays have been created on the Station Road side of The Square Phase 1 in Beeston town centre.

Plans to deliver 132 new homes, a new cinema and food and drink outlets to Beeston have taken a step closer. Our planning committee has unanimously granted full consent for the town’s new cinema and outline planning consent for the mixed-used and residential building. Work is now underway to secure prospective tenants.

Work on the multi-million-pound scheme to develop the two-acre site is expected to start next year and will consist of two buildings with surrounding landscaping and additional outdoor space for people to enjoy.

The development site sits alongside the recently extended tram network and aims to revitalise Beeston’s night-time economy by driving increased footfall to the town from the local and surrounding communities.

Critical Success Indicators for Business Growth

Indicator Description	Code	Achieve 2017/18	Target 2018/19	Q1 2018/19	Q2 2018/19	Trend	Comments (incl. benchmarking)
Employment Land take up	ERLocal_02	4,257 sqm	-				2016/17 = 11,391 Data is collected annually.
Planning applications approved for employment development (Class B1, B2 or B8)	ERLocal_03		-	-	-		20 applications approved in 2016/17
Town Centre occupancy rates:							Targets based on average for the year.
• Beeston	TCLocal_01a	94%	92%	94%	94%	Stable	No change from 94% in Q1 2018/19.
• Kimberley	TCLocal_01b	95%	92%	89%	91%	Positive	Increased from 89% in Q1 2018/19.
• Eastwood	TCLocal_01c	91%	92%	91%	92%	Positive	Increased from 91% in Q1 2018/19.
• Stapleford	TCLocal_01d	83%	92%	86%	85%	Negative	Decreased from 86% in Q1 2017/18.

Indicator Description	Code	Achieve 2017/18	Target 2018/19	Q1 2018/19	Q2 2018/19	Trend	Comments (incl. benchmarking)
No. of planning applications approved for new retail and commercial floorspace within the town centres	TCLocal_05	-	-	-	-	-	9 applications in 2016/17 Data collected Annually
Commence works for phase 2 the redevelopment of Beeston Town Centre	BG1620_09	-	-	-	-	-	Planning permission has been granted and commercial discussions continue.

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)

The Environment section is taking a proactive approach to tackling a flytipping hotspot in Greasley. The Council is actively monitoring and managing fly tipping in the area around New Lane and Narrow Lane and a number of actions are being undertaken.

Plans have been approved to introduce new fines for people who throw rubbish from their vehicles in Broxtowe Borough. Broxtowe Borough Council's Community Safety Committee approved the proposal, which allows Councils to use new legislation to tackle the problem, earlier this year. The new powers are part of Littering from Vehicles outside London (keepers: Civil penalties) Regulations 2018.

A new Clean and Green Campaign is being launched. The initiatives include extra litter picking on the A610, waste days for residents to dispose of unwanted waste at designated collection points, Community Clean Teams undertaking litter picking.

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

The Environment team is celebrating after retaining their Green Flag awards. Colliers Wood and Alexandrina Plantation/Sandy Lane retained the awards for the tenth successive year. Bramcote Hills Park, Brinsley Headstocks and Bramcote Old Church Tower also retained their Green Flag awards. The awards recognise and reward the best parks and green spaces across the

country. A Green Flag is a sign to the public that the space boasts very high standards, is well maintained and has good facilities.

The judge visiting Alexandrina Plantation and Sandy Lane Local Nature Reserve commented that the Friends Group are a shining example of a hard-working and dedicated community group who working in partnership with Broxtowe Borough Council really care for the green space and have worked tirelessly for 10 years to keep the site in great condition for people and wildlife to enjoy

A special Wild About Toton event was held to officially open improvements to access and habitats on the site. Over 500 people joined Mayor of the Borough of Broxtowe, Councillor Derek Burnett BEM for activities for all ages, with a variety of wildlife themed activities on offer. Throughout the day a chainsaw sculptor was busy working to carve two large logs, which when complete, will feature a kingfisher and otter, along with other wildlife found in the area.

Thanks to the hard work of a group of local volunteers, 181 new young birds have been fledged in Bramcote Hills this year. To help provide suitable homes for the birds, a group of volunteers erected nest boxes in the woodland at Bramcote Hills Park.

A total of 27 boxes were erected, all made from recycled timber. The introduction of the additional nesting opportunities was intended to help sustain and hopefully increase populations.

The group monitored the boxes and the birds that nest in them and their breeding success. They found that the boxes produced 181 new young birds with roughly a 50/50 split between Blue Tits and Great Tits. This information has been passed on to the British Trust for Ornithology (BTO) as part of their nest record scheme, providing valuable data to help monitor the health of our bird life nationally.

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

A total of 251 homes have benefitted from Broxtowe Borough Council's external wall insulation scheme since 2015, keeping tenants warmer and helping to prevent fuel poverty. Working in partnership with Sustainable Building Services (UK) Ltd, the Council's Capital Works teams have been targeting Council-owned properties that have solid external walls or are hard to treat to improve their thermal efficiency by installing external wall insulation.

The kerbside garden waste collection has continued to be a huge success with the number of subscribers and tonnage collected once again exceeding expectations. Over 19,000 residents have subscribed and over 2,500 tonnes of garden waste have been collected in the first quarter of 2018/19.

Critical Success Indicators for Environment

Indicator Description	Code	Achieve 2017/18	Target 2018/19	Q1 2018/19	Q2 2018/19	Trend	Comments (incl. benchmarking)
Cleanliness of the streets and open spaces within the Borough (levels of litter)	NI195a	95%	96%	-	97%	Positive	The surveys are undertaken three times a year. The result of the first survey is reported. To make the indicator easier to understand the percentages now show the percentage of streets which achieve the required cleanliness standard. Previously the percentage not achieving the standard was reported.
Improved Street and Environmental Cleanliness - Fly Capture Score (No. Fly Tips vs Enforcement Action)	NI 196	2	2	2	-	Stable	Aim is to reduce fly tipping through improved education and enforcement. Data provided annually.
Number of fly tipping incidents removed	SSData_01	344	414	77	166	Positive	In quarter 1 77 fly tips were removed. This is a reduction quarter 2 in 2017/18.
<i>Household waste recycled and composted</i>	NI192	38.82%	41% (43.85%)	43.79%	40.97% est	Positive	This increase is mainly due to an increase in the amount of garden waste and glass collected.
<i>No. of Nature Reserves</i>	PSData_07	15	15	15	15	Stable	Emphasis is on updating the management plans for the existing sites.
<i>Parks achieving Broxtowe Parks Standard %</i>	PSData_09	94%	98%	-	Data due Q3 2018/19		2018/19 survey has been completed results now being analysed.
<i>Energy Consumption across all operational sites – Total kWh gas and electric ('000)</i>	CPLocal_03	-	8,280	-			

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)

The Get Active Strategy 2018-2021 is now complete with the main aim of engaging with inactive people through innovative activity and working with volunteers.

As part of the strategy Liberty Leisure Limited will reduce inactivity levels in Broxtowe to 24.6% by enabling an additional 1,420 people to be active by 2021.

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

A Mental Health Task and Finish group has been started. The intention of the group is to review how Council services respond to people with mental health support needs, and how we can support the workforce to enjoy good mental health. Council officers will be invited to contribute to the work starting in September.

The Council has signed the "Mindful Employer" charter which commits to providing a supportive work environment for employees, and applicants who may be experiencing mental ill health.

Mindful of the Council's duty to children leaving care, Policy and Performance committee has agreed a Care Leavers Council tax reduction scheme which will provide assistance (depending on means) of up to 100% of the charge.

- Reduce alcohol related harm in Broxtowe (He3)

Critical Success Indicators for Health

Indicator Description	Code	Achieve 2017/18	Target 2018/19	Q1 2018/19	Q2 2018/19	Trend	Comments (incl. benchmarking)
Total Attendances for Liberty Leisure Limited	LLLocal_G02	1,709k	1,700k	435K	427K	Negative	Although still within target range figures are slightly lower due to a delay in implementing the Get Active Strategy as a result of vacant posts.
Percentage of Inactive Adults in Broxtowe	LLLocal_G09	-	25.5	-	tbc	-	Data collected annually in October. 2016/17 = 26.1

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:

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

During the summer a number of unauthorised traveller encampments caused issues on areas of public land. This occasionally prevented planned public events going ahead on public spaces. Council Officers in Environmental Health, Legal Services and the Environment Team worked hard to respond to challenges presented as expeditiously as possible within the law.

The Council is looking at ways of upgrading security on some of our parks and open spaces. As part of the Local Plan Part 2 the council will progress proposals to provide for travellers based on the evident need.

A Stapleford woman was evicted from her Council property, at a County Court hearing, after repeated anti-social behaviour being perpetrated against residents of Stapleford.

Reduce domestic violence in Broxtowe (CS2)

A training programme supported by Broxtowe Partnership is being provided for professionals, volunteers and frontline workers. The training on six topics, including domestic abuse awareness, child sexual exploitation and online protection, anti bullying, youth justice is provided as two hour briefing sessions.

Critical Success Indicators for Community Safety

Indicator Description	Code	Achieve 2017/18	Target 2018/19	Q1 2018/19	Q2 2018/19	Trend	Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe (Notts Police Strategic Analytical Unit)	ComS_011	2,875	2,126	523	569	Positive	
Reduction in ASB cases reported in the borough to Environmental Health, Communities and Housing	ComS_012	564	541	145	147	Negative	Increased from 145 in quarter 1 2017/18
	ComS_014	100	53	17	15	Positive	Decreased from 17 in quarter 1 2017/18
	ComS_013	157	78	53	59	Negative	Increased from 53 in quarter 1 2017/18

Indicator Description	Code	Achievement 2017/18	Target 2018/19	Q1 2018/19	Q2 2018/19	Trend	Comments (incl. benchmarking)
Repeat high risk domestic abuse cases referred to the Multi-Agency Risk Assessment Conference [% of the total re-referrals]	ComS_024	22%	13%	21%	32%	Negative	In Quarter 1 2018/19 19 cases to MARAC of which 4 were repeat cases
Domestic Abuse in the Borough (Domestic Crimes)	ComS_025	516	550	620		-	Target reduced from 1,488 to reflect that only domestic crimes are recorded as opposed to domestic crimes and incidents. Data recorded six monthly.
Alcohol related referrals to Change-Grow-Live with positive outcomes from Broxtowe	ComS_085 Referral	93	-	24	35	Stable	
	ComS_085a Positive Outcomes	61 (65%)	- 70%	32	18	Positive	There are more positive outcomes than referrals in quarter 1 due to the fact that some of the positive outcome cases were initially referred in an earlier period.
Reduce Hospital stays for alcohol related harm (per 100,000 population)	ComS_086	-	<666	-			East Midlands in 2015/16 = 686 Broxtowe in 2015/16 = 666 2016/17 data = The data is unavailable for this period due to issues with data collection by the hospitals, thus no value is available.

APPENDIX 2

FINANCIAL PERFORMANCE

Employee Position

The summary position as at 31 October 2018 as regards to the employee budgets is as shown below:

Directorate	Budget to 31/10/2018 £	Actual to 31/10/2018 £	Variance £
Chief Executive's	1,163,400	1,122,509	(40,891)
Deputy Chief Executive's	3,356,413	3,379,107	22,694
Director of Legal and Planning Services	1,156,342	1,071,173	(85,169)
Housing – General Fund	564,375	574,962	10,587
Housing - HRA	2,285,763	1,984,811	(300,952)
Total	8,526,293	8,132,562	(393,731)

Any overtime worked in respect of October (paid in November) is not included.

The budget figures above exclude the 3% vacancy rate target set for the General Fund when the 2018/19 budget was approved totalling £300,000 for 2018/19. The table above shows that the Council is currently not meeting the vacancy rate target.

The underspending to 31 October 2018 for the HRA will be offset by additional payments to sub-contractors to ensure that the delivery of services to tenants is maintained. The employee budgets will continue to be closely monitored during 2018/19.

Non-employee Expenditure Budget Variations

The most significant variations on non-employee budgets to 31 October 2018 are:

Budget Heading	Approved Budget 2018/19 £	Actual Spend 31/10/18 £	Projected Outturn 2018/19 £	Projected Variance 2018/19 £	Comments
General Fund					
ICT Software Maintenance	527,000	494,314	538,850	11,850	Additional expenditure on Local Authority Data Sharing (LADS) Costs
ICT DWP Legislative Changes Income	0	(1,589)	(11,850)	(11,850)	Income from DWP for LADS costs

Housing Revenue Account					
Independent Living Service – TV Licences	0	11,600	11,600	11,600	There has been an expectation that TV licence costs be recharged to tenants. Over the past 4 years no recharges have been made. The costs incurred costs can no longer remain on the Balance Sheet and need to be charged to the HRA.
Choice Based Lettings – Contribution to other Local Authorities	28,500	0	71,900	43,400	Broxtowe Borough Council is part of a sub-regional partnership with Gedling BC and Rushcliffe BC and the local Registered Providers to deliver a Choice Based Lettings scheme. Income collected in 2017/18 should have been accrued to enable payment to partners in 2018/19.
Choice Based Lettings – Software Maintenance	36,000	6,970	13,000	(23,000)	Additional costs were incurred in 2017/18 resulting in a lower budget being required in 2018/19 than had been anticipated.
Choice Based Letting – Recharge of Software Maintenance to Other Local Authorities	(24,000)	0	0	24,000	The additional software maintenance costs in 2017/18 were recharged in that year. The reduced software maintenance expenditure in 2018/19 means that no recharge is required.
Choice Based Letting – Recharge of Software Maintenance to Housing Associations	(42,000)	(54,100)	(54,400)	(12,400)	Additional income will be received in 2018/19 based upon current Housing Association usage

Income Budgets

The position to 31 October 2018 in respect of the most significant variable income budgets is as follows:

Income	Annual Budget 2018/19 £	Income to 31/10/2018 £	Latest Projection 2018/19 £	Projected Variance to Budget £
Planning Fees	(580,000)	(323,791)	(580,000)	0
Pre-Planning & History Fees	(25,000)	(17,814)	(31,250)	(6,250)
Industrial Units Rent	(168,450)	(181,082)	(175,000)	(6,550)
Craft Centre Complex Rents	(32,500)	(30,646)	(35,200)	(2,700)
Garden Waste Income	(672,500)	(660,866)	(662,000)	10,500
Sale of Glass	(40,900)	(19,243)	(40,900)	0
Sale of Wheeled Bins	(29,750)	(11,649)	(18,450)	11,300
Recycling Credits - Glass	(90,000)	(41,742)	(90,000)	0
Trade Refuse Income	(555,000)	(565,952)	(585,000)	(30,000)
Special Collections Income	(65,500)	(36,764)	(65,500)	0
Recycling Credits - Bring	(20,000)	(6,342)	(16,000)	4,000
Parking P&D Income	(176,450)	(113,515)	(172,000)	4,450
Off Street PCN Income	(95,500)	20,148	(90,000)	5,500
Cemeteries – Fees and Charges	(191,200)	(97,501)	(191,200)	0
Miscellaneous Legal Charges	(30,000)	(11,408)	(22,000)	8,000
Land charges Income	(102,100)	(58,001)	(95,200)	6,900
Licence Income	(142,300)	(100,276)	(142,300)	0
Interest on Investments	(230,000)	(120,167)	(230,000)	0
Beeston Square Rent	(729,800)	(469,972)	(759,600)	(29,800)
General Properties Rent	(38,000)	(21,543)	(38,000)	0
Total	(4,014,950)	(2,868,127)	(4,039,600)	(24,650)

Notes

- i) Income from planning fees in 2018/19 is anticipated to be in line with the budget as amended by Finance and Resources Committee on 11 October 2018.
- ii) Income from garden waste collections in 2018/19, whilst above that received in 2017/18, is expected to be less than the revised budget for the year.

- iii) Income from the sale of wheeled bins in 2018/19 is expected to be less than the £29,750 received in 2017/18.
- iv) Income from the collection of trade waste in 2018/19 is on target to significantly exceed the budget due to an increase in demand for the service.
- v) Income from parking fees and penalty charge notices in 2018/19 is presently expected to be slightly less than the budget.
- vi) Whilst income expected from miscellaneous legal fees in 2018/19 is not expected to achieve the budget, it should exceed the level of £12,600 received in 2017/18.
- vii) Income from land charges in 2018/19 is expected to be less than the budget due to a continued reduction in the demand for the service. This reflects the trend in recent years.
- viii) Income from the rent of properties in Beeston Square is presently expected to exceed the budget as a result of a reduction in the number of empty units and the decision to change the use of three residential units to offices.

Capital Programme

Capital programme expenditure as at 31 October 2018 is summarised as follows:

	Approved Budget 2018/19 £	Actual Spend to 31/10/2018 £	Proportion of Budget Spent %
General Fund	3,734,000	1,003,546	26.9
Housing Revenue Account	7,011,050	3,306,310	47.2
TOTAL	10,745,050	4,309,856	40.1

The table includes all capital schemes brought forward from 2017/18, as previously approved, in addition to any other budget changes made up to 31 October 2018. 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 £978,650 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 October 2018 would be 36.4% and the total proportion of budget spent would increase to 44.1%.

The most significant schemes with regards to spending to 31 October 2018 are:

Scheme	Approved Budget 2018/19	Actual Spend to 31/10/18	Comments
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	£	£	
General Fund			
Replacement Vehicles and Plant	223,000	228,743	Orders have been raised for the items in the 2018/19 programme.
Beeston Square Phase2 (Net Compensation)	111,300	248,810	Additional expenditure shown will be met from the £539,800 in the 2018/19 capital programme for the Beeston Square Redevelopment.
Housing Revenue Account			
Central Heating Replacement	1,267,200	858,227	Work progressing as planned.
Modernisation Programme	1,984,700	923,212	Work progressing as planned.

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

Date	Tasks
6 February 2018	<ul style="list-style-type: none"> • Commissioning and Procurement Strategy

3. Dates of future meetings

- To be confirmed

(All meetings to start at 7.00 pm)

Recommendation

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

Background papers

Nil

Report of the Chief Executive

SENIOR MANAGEMENT STRUCTURE1. Purpose of report

The report invites Councillors to consider options for the future design of the senior management structure.

2. Detail

Appendix 3 shows the current permanent establishment arrangements approved on 1 April 2014. The existence of a stand-alone company for leisure services and the existence of the Commercial Manager position as well as a recent decision taken by Licensing and Appeals Committee in relation to a Chief Officer means the current permanent establishment needs to be reviewed

The main objective of the review is to move as swiftly and smoothly as possible to a permanent structure,

Appendix 4 shows the interim establishment arrangements approved on 3 October 2017. Appendix 5 shows the structure which is now recommended to be adopted. An appraisal of the advantages and disadvantages of the approach in appendix 5 compared with the existing and interim structures is set out in appendix 1. The financial implications of appendix 5 are set out in appendix 2 and Union comments are set out in appendix 6. Potential appointment arrangements for senior positions currently filled by interim Managers are set out in appendix 7.

Recommendation

The Committee is asked to:

- 1. RESOLVE that the future structure option in appendix 5 be adopted.**
- 2. CONSIDER the most suitable appointment process for Chief Officers and RESOLVE accordingly.**

Background papers

Nil

Advantages and Disadvantages of appendix 5 structure proposal

ADVANTAGES	DISADVANTAGES
<p>Revenues and Benefits and Customer Services Manager full time not shared as currently under appendix 4, giving more dedicated leadership for Universal Credit whilst saving money. Provides smooth transition for implementation of proposals for Universal Credit to be considered by Finance and Resources Committee.</p> <p>Governance focus strengthened over appendices 3 and 4 with full time Monitoring Officer, giving better capacity to support good governance; constitutional advice; advice to Councillors in Committees and support for Parish Councils</p> <p>All statutory officers (Head of Paid service; Section 151 Officer; Data Protection Officer; Monitoring Officer) in the GMT</p> <p>Commercial Manager recognised as senior officer (update required to appendix 3)</p> <p>Recognises separate status of Liberty Leisure Ltd but clear link to Deputy Chief Executive Officer (update required to appendix 3) recognising the commercial importance of the success of the Company.</p> <p>Property Services and Capital construction come under the Deputy Chief Executive role, ensuring clear financially skilled leadership for major projects such as Beeston Town Centre regeneration and future house building.</p> <p>Legal Services report to Monitoring Officer instead of Chief Executive as currently in appendix 4</p>	<p>Chief Executive has management responsibility for two major service areas, Housing and Planning, as well as HR and Public Protection.</p> <p>Monitoring Officer role has fewer direct reports than other Chief Officers, but also potentially has more time to support Parish Councils with governance issues.</p>

APPENDIX 2

Financial implications

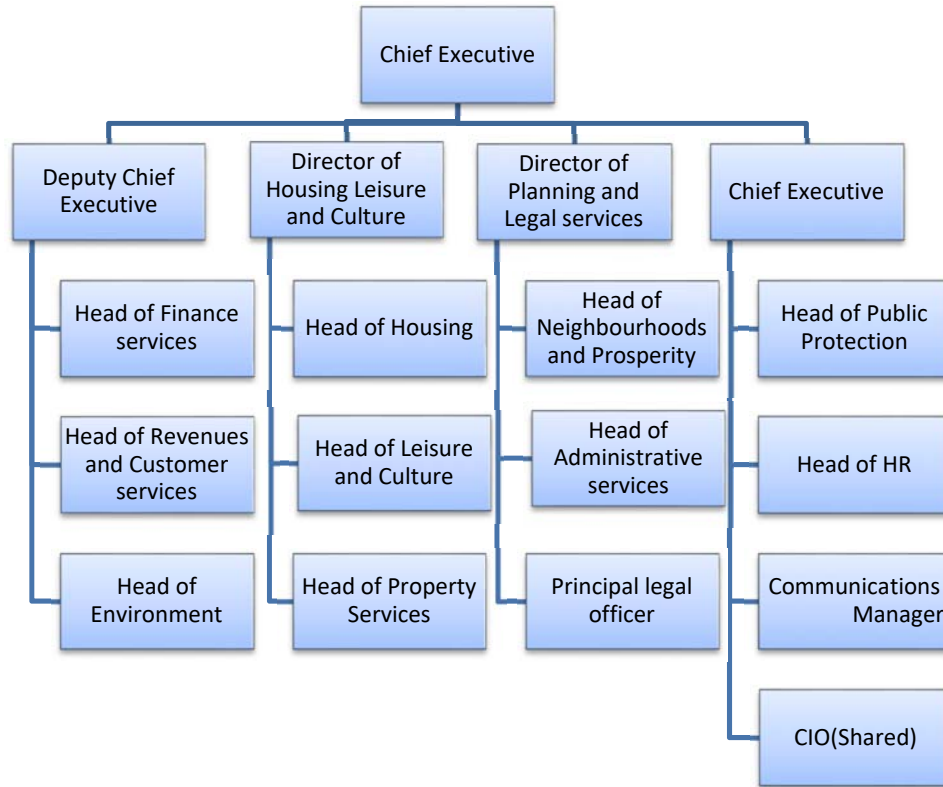
The financial implications of appendix 5 are

Salary Grade	Top of scale	On cost	Total
CO5 x 1	110,040	29,905	139,945
CO4 x 1	92,578	24,980	117,558
CO3a x 1	82,727	22,203	104,930
CO3 x 1	72,322	19,268	91,590
CO2 x 9 (including MD liberty Leisure Ltd)	439,712	114,984	554,696
CO2 x 2 (job share)	65,954	16,346	82,303
GLPC 15 x 2	89,392	22,954	112,346
GLPC14 x1	41,969	10,709	52,678
GLPC 12 x 2	74,820	18,846	93,666
TOTAL	1,069,517	280,195	1,349,712

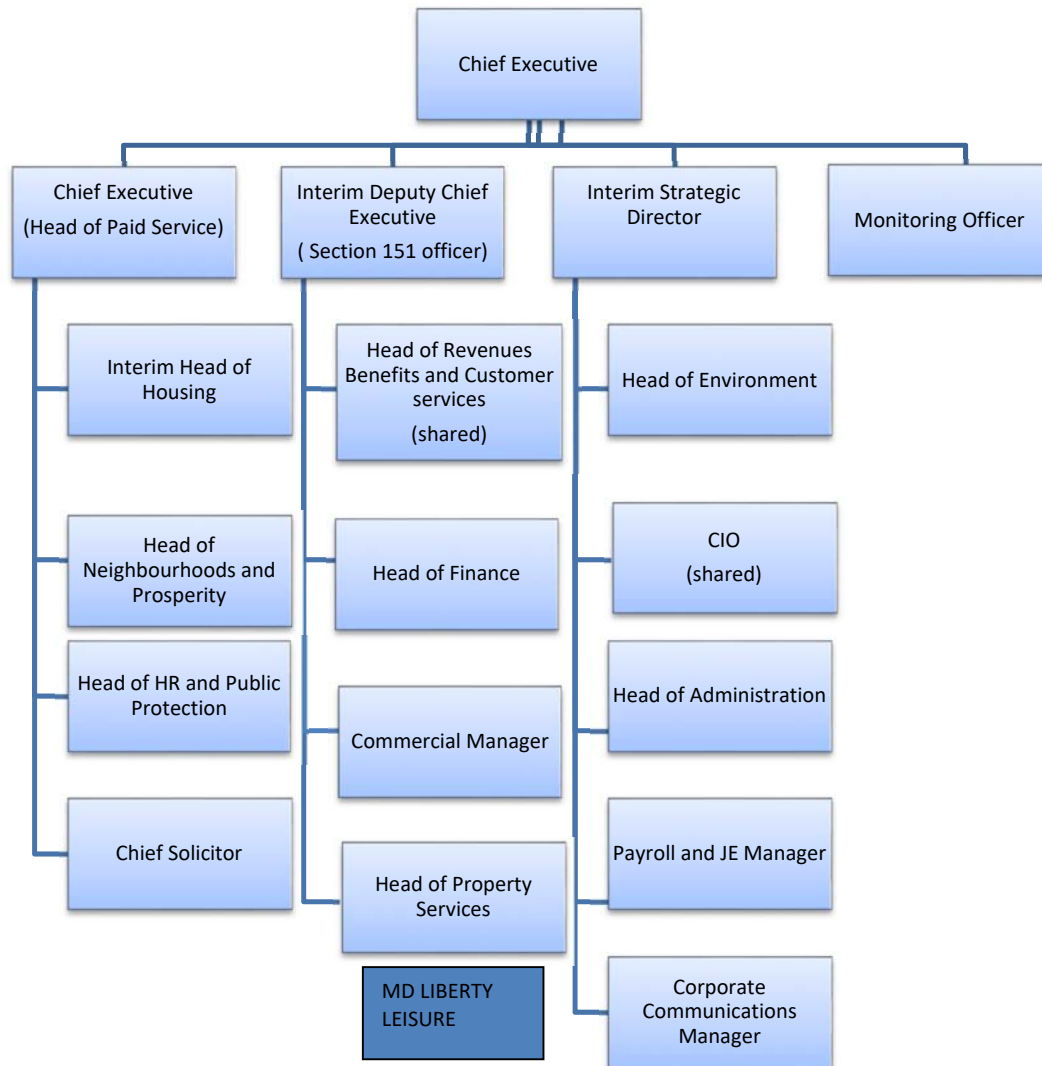
Number of employees whose remuneration exceeds £50,000 (comparison of appendix 5 compared with 17/18 published statement of accounts)

Authority	No. of employees earning in excess of £50,000
Ashfield	17
Bassetlaw	7
Broxtowe	12
Gedling	12
Mansfield	6
Newark and Sherwood	7
Rushcliffe	14

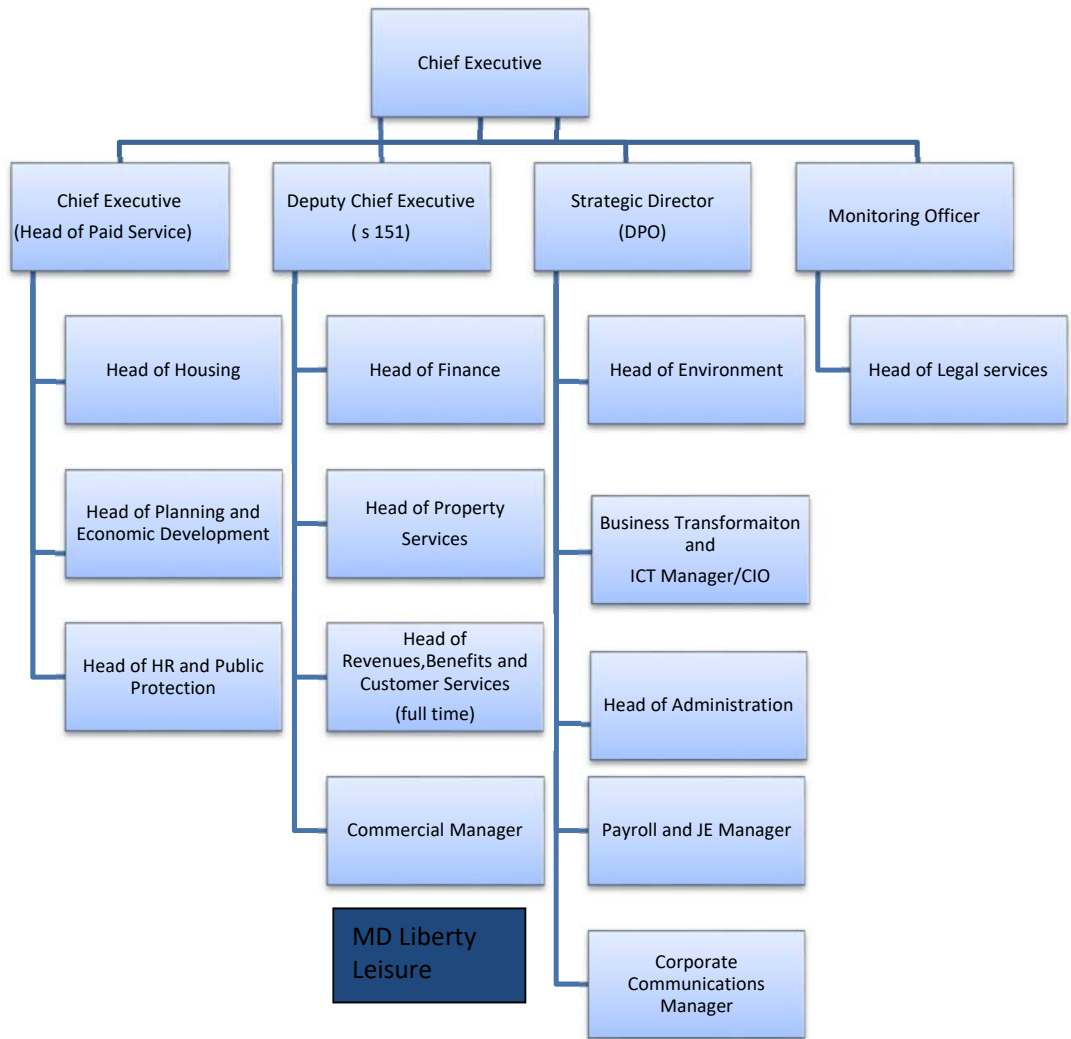
CURRENT ESTABLISHMENT STRUCTURE



CURRENT INTERIM STRUCTURE



PROPOSED ESTABLISHMENT STRUCTURE



APPENDIX 6

UNION COMMENTS

These will be distributed at the meeting.