



Tuesday, 23 June 2020

Dear Sir/Madam

A meeting of the Policy and Performance Committee will be held on Wednesday, 1 July 2020 (to be held virtually, via Microsoft Teams) commencing at 7.00 pm.

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

Yours faithfully

Chief Executive

To Councillors:	S A Bagshaw	G Marshall
	S J Carr (Vice-Chair)	P J Owen
	M J Crow	M Radulovic MBE (Chair)
	S Easom	P D Simpson
	M Hannah	T Hallam
	R I Jackson	E Williamson
	E Kerry	

## AGENDA

1. APOLOGIES

To receive any apologies and notification of substitutes.

2. DECLARATIONS OF INTEREST

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

3. MINUTES (Pages 1 - 4)

The Committee is asked to confirm as a correct record the minutes of the meeting held on 5 February 2020.

4. BUSINESS AND FINANCIAL PLANS - OUTTURN 2019/20 (Pages 5 - 54)

To consider progress against the Business Plans in respect of the Council's priority areas and key support functions and to consider significant variances in the financial outturn against revised budgets for 2019/20.

5. REGULATION OF INVESTIGATORY POWERS ACT 2000 (Pages 55 - 56)

To inform members of the use of the Regulation of Investigatory Powers Act 2000 (RIPA) powers and to amend the Policy and Guidance document. And update members on the outcome of the most recent Inspection.

6. MEMBER DEVICES (Pages 57 - 60)

The report provides Councillors with options in respect to the provision of ICT devices in order for Councillors to be able to access all relevant Council technology platforms and systems and in addition to have a common supported device to use for Council business in line with their role as Broxtowe Borough Councillors.

7. SCHEME OF DELEGATION (Pages 61 - 78)

This matter was delegated to this Committee by a decision of Annual Council on 15 May 2020 for determination by this Committee.

8. DEFIBRILLATORS (Pages 79 - 88)

To ask the committee to consider what action to take in relation to provision of defibrillators in the Broxtowe area.

9. DIGITAL STRATEGY 2020-24 (Pages 89 - 104)

To present the latest Digital Strategy for the Committee to consider.

10. RESPONSE TO COVID 19 AND RECOVERY STRATEGY (Pages 105 - 112)

To ask the committee to approve the strategic approach to leading Broxtowe's recovery from the covid 19 pandemic and to inform the Committee of decisions made under emergency powers during the emergency.

11. BEESTON TOWN CENTRE REDEVELOPMENT (Pages 113 - 114)

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

12. WORK PROGRAMME (Pages 115 - 116)

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

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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Act.**

14. RESPONSE TO COVID 19 AND RECOVERY STRATEGY (Pages 117 - 118)

15. BEESTON TOWN CENTRE (Pages 119 - 120)

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## POLICY AND PERFORMANCE COMMITTEE

WEDNESDAY, 5 FEBRUARY 2020

Present: Councillor M Radulovic MBE, Chair

Councillors: S A Bagshaw  
S J Carr  
S Easom  
L Fletcher (substitute)  
T Hallam  
R I Jackson  
E Kerry  
G Marshall  
P J Owen  
P D Simpson  
H E Skinner (substitute)  
E Williamson

Apologies for absence were received from Councillors M J Crow and M Hannah.

1 DECLARATIONS OF INTEREST

There were no declarations of interest.

2 MINUTES

The minutes of the meeting held on 4 December 2019 were approved as a correct record.

3 TERMS OF REFERENCE FOR COMMITTEES

Members considered amendments to the terms of reference to committees and suggested that there should be increased concentration on decision making rather than noting reports submitted to meetings. It was further suggested that there was concern over the number of committees appointed to.

It was proposed by Councillor S J Carr and seconded by Councillor G Marshall that an amendment be made to the terms of reference to Full Council to state that members note the recommendations of the Independent Remuneration Panel before the adoption or amendment of the Councillor's allowance scheme, furthermore the addition of the inclusion of responsibilities for food hygiene and the Health and Safety Policy in the terms of reference for the Community Safety Committee. On being put to the meeting, the proposals were carried.

**RECOMMENDED to Council that the Terms of Reference be approved, as amended above, and the consequential changes to the Constitution be made.**

4 PROPOSED REMOVAL OF PUBLIC PAYPHONES

Members considered a proposal from British Telecommunications to remove seven public payphones from locations around the Borough. It was suggested that the Carwood Road box be adopted to house a defibrillator.

**RESOLVED that an objection be raised to the proposed removal of 6 of the 7 payphones in the Borough (not being that on Carwood Road, Beeston), with a request being made to British Telecommunications that these boxes are adopted by the Council.**

5 BEESTON SQUARE PROGRESS REPORT

The Committee noted an update on progress on The Square Phase 2 Beeston and members were informed that the majority of suppliers and sub-contractors involved with the site were from the local area.

**RESOLVED to continue to delegate to the Deputy Chief Executive all key approvals, in consultation with the cross-party Project Board, and subject to the overall project cost remaining within the financial limits already set for subsequently changed by the Finance and Resources Committee and/or Full Council as appropriate.**

6 CORPORATE PLAN 2020/24

The Committee considered the Corporate Plan 2020-24 prior to its submission to Full Council and suggested that the Plan was a progressive document that was realistic yet ambitious. A number of minor amendments were suggested to alter the tone of the document, however, the Plan was positively received.

**RECOMMENDED to Council that the Corporate Plan 2020-24 be approved.**

7 REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE

The Committee noted a report which provided information on progress against outcome targets linked to Corporate Plan priorities and objectives in addition to an update as to the latest financial performance as measured against the budget.

8 WORK PROGRAMME

It was agreed that information regarding the Stapleford Town Bid be added to the Work Programme.

**RESOLVED that the Work Programme, as amended, be approved.**

9 EXCLUSION OF PUBLIC AND PRESS

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

10 BEESTON TOWN CENTRE REDEVELOPMENT - APPENDIX 2

Members noted the confidential appendix to agenda item number 6.

11 REFERENCE FROM THE BRAMCOTE CREMATORIUM JOINT COMMITTEE - POTENTIAL LAND SALE

The Chair had agreed that under S100B(4) of the Local Government Act 1972 the following report be considered on the grounds that the matter needed to be determined urgently for the benefit of the Council.

**RESOLVED** to declare the land surplus to the Crematorium's requirements and approve that the executives of both constituent authorities that delegated authority be given to Broxtowe's Deputy Chief Executive and s.151 officer, in consultation with the Chair and Vice Chair of this Committee and Erewash's s.151 officer, the initial negotiations with the prospective land purchaser, subject to appropriate buffering arrangements between the Crematorium and the proposes housing developments.

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## Joint report of the Chief Executive, Deputy Chief Executive and Strategic Director

**BUSINESS AND FINANCIAL PLANS – OUTTURN 2019/20**1. Purpose of report

To consider progress against the Business Plans in respect of the Council's priority areas and key support functions and to consider significant variances in the financial outturn against revised budgets for 2019/20.

2. Background

Detailed business and financial plans linked to the five Corporate Plan priority areas of Housing; Business Growth; Environment; Health; and Community Safety and the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were approved by the respective Committees in early 2019 as part of the budget setting process.

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, capital programme and other financial information. The relevant Committees receive regular reports during the year which review progress against their respective Business Plans. This outturn report provides an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators, identified as a means by which outcomes relating to priorities and objectives can be measured. This summary is at appendix 1.

4. Financial Outturn

A summary of the year-end financial position, together with variations against the budget, is provided in appendices 2A to 2H (one for each corporate priority area and support services). In overall terms there is a net underspending/additional income of £362,388 on the General Fund and £898,757 on the Housing Revenue Account compared to the revised estimate. The Finance and Resources Committee on 9 July 2020 will consider the overall outturn position.

A review of overspending/reduced income and underspending/additional income across all areas has been undertaken and the reasons for these are also presented for consideration.

**Recommendation**

**The Committee is asked to NOTE the financial and performance outturn for 2019/20, including the reasons for the financial variations as listed at appendices 2A to 2H.**

Background papers

Nil

## APPENDIX 1

## PERFORMANCE MANAGEMENT

1. Corporate Plan

The Corporate Plan 2016-20, approved by Cabinet on 9 February 2016, set 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 the period, the Council focused on its 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

The current Business Plans (2019-22) linked to the five corporate priority areas were approved by the respective Committees in January/February 2019.

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 are 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 includes 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 framework

As part of the performance management framework, this 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, 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 and Management Performance Indicators are monitored by respective Committees and/or General Management Team/Senior Management Team as appropriate.

The progress made towards achieving the Councils objectives by each of the five priorities, and support services are considered separately below. This report focuses on progress towards completing key tasks and actions during 2019/20 and the year-end position of Critical Success Indicators (CSI). The tables below provide a summary for each of the priority services and support services.






The Council monitors its performance using the Pentana Risk performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. A red, amber and green traffic light symbols are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the performance reports is as follows:






#### Action Status Key








Icon	Status	Description
	Completed	The action/task has been completed
	In Progress	The action/task is in progress and is currently expected to meet the due date
	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	The action/task has passed its due date
	Cancelled	This action/task has been cancelled or postponed





#### Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only







**Housing Key Tasks and Areas for Improvement - 2019/20**

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	HS1922 _01	IT system improvements through implementation of phase 2 of upgrade to v15 Capita Open Housing	Quality management information for more efficient housing management	<b>100%</b>	Jun-2019	System improvements have been implemented and the data is to be used in management of the Housing Service to drive service improvements.
In Progress 	HS1922 _02	Implement housing new build delivery plan	Add to the social housing stock Produce affordable homes to rent	<b>83%</b>	Dec-2019	The Housing Delivery Plan was approved in June/July 2019 by the Housing Committee and Finance and Resources Committee respectively. The procurement process is on track to enable delivery of new build houses to support the Housing Delivery Plan. Other avenues are being explored including buying back former Council properties to meet housing needs.
In Progress 	HS1922 _03	Implement findings of social and affordable housing need report, including consideration of designation of Independent Living schemes	Most effective use of property owned by the Council to meet the needs of the borough	<b>80%</b>	Mar-2020	Report on stock options for Independent Living will be presented to the Housing Committee in June 2020.
Completed 	HS1922 _04	Produce an Asset Management Strategy	Ensure effective management of assets	<b>100%</b>	Dec-2019	An Asset Management Strategy will be presented to the Housing Committee in June 2020 utilising the information that has been provided in the Stock Condition Survey.
Completed 	HS1922 _05	Complete a stock condition survey	Provide up to date and accurate information about the condition of our housing stock	<b>100%</b>	Mar-2020	The Stock Condition Survey is complete and the findings are being presented to Housing Committee in June 2020.
Completed	HS1922 _06	Undertake a review of the Housing Repairs Service	Maximise efficiency of the repairs service	<b>100%</b>	Mar-2020	The review of Housing Repairs service was completed, with recommendations being








Status	Code	Action Title	Action Description	Progress	Due Date	Comments
			Consider commercial opportunities if available			implemented to improve efficiency.
Completed 	HS1922 _07	Increase the commerciality of the Lifeline Service	Increase sales of the Lifeline service Support for vulnerable people in the borough	100%	Sep-2019	The new Lifeline Service was introduced in June 2019 supported by a new Policy and includes a tiered system of charges.
Completed 	HS1922 _08	Implement a new Neighbourhood Strategy which sets out how neighbourhoods will be maintained and improved	Improve the environment for tenants, including communal areas, caretaking and inspections	100%	Dec-2019	The Total Mobile service was expanded to include the Tenancy and Estates teams and is enabling improved management of Housing Operations and provides real time information for Officers whilst on site.
Completed 	HS1922 _09	Integration of the Income Team into the Housing department	Reduction in rent arrears Closer working between teams to deliver an excellent housing service	100%	Jul-2019	The Income Team has integrated successfully into the Housing Service and works effectively with other teams to reduce rent arrears.
Completed 	HS1922 _10	Implement a Welfare Reform action plan	Reduction in rent arrears Mitigate impact of welfare reforms Support for vulnerable people in the borough Income and Housing Manager - Working with CAB and DWP	100%	Dec-2019	The Income Team meet regularly with Housing Officers to discuss cases and create plans to support residents with their tenancies. This has reduced the impact of the introduction of Universal Credit.
Completed 	HS1922 _11	Implementation of Introductory Tenancies	More efficient housing management - Reduced ASB and arrears	100%	Mar-2020	Introductory tenancies have been fully implemented.
Completed 	HS1922 _12	Implement a Housing Green Paper and Grenfell response action plan	Increase in involvement of tenants and leaseholders in improving the Housing	100%	Mar-2020	Action plan for Grenfell has been implemented and new Engagement Strategy has been written with consideration to the

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
			Service			Green Paper objectives.
Overdue 	HS1922 _13	New Housing Strategy	Increase in involvement of tenants/leaseholders in improving the Housing Service	<b>60%</b>	Mar-2020	Consultation is being completed. A new strategy will be presented to the Housing Committee in September 2020.
Overdue 	HS1922 _14	Provide two dementia friendly bungalows with DFG funding	Increase in specialist supported accommodation Funding from Better Care Fund. Working with Head of Property Services	<b>92%</b>	Mar-2020	Work has been delayed due to the pandemic lockdown.
Completed 	HS1922 _15	Organise a programme of events for families and young people	Contributing to the priorities of the Mental Health Working Group	<b>100%</b>	Sep-2019	The Housing Engagement Team promoted services at events during the summer and invited families to participate.
Completed 	HS1922 _16	All contracts in Housing will be reviewed and retendered as required	Value for money assurance Efficiencies to be obtained through Council wide procurement and framework agreements	<b>100%</b>	Mar-2020	A revised timetable for contracts to be reviewed has been completed and is now in use.


**Housing Business Plan - Critical Success Indicators 2019/20**

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Notes
Green 	BV66a Rent Collection: Rent collected as a proportion of the rent owed	99.9%	99.0%	99.8%	2019/20 Q3 97.8%. Introduction of Universal Credit claimants contributed to an increase in rent arrears.
Green 	HSLocal_11: Private sector vacant dwellings that are returned into occupation or demolished	34	25	33	Achieved target for 2019/20.
Green 	HSTOP_01: Overall satisfaction (Housing)	95.3%	87.0%	89.0%	Overall satisfaction calculated using the question 'taking everything into account, how satisfied are you with the service provided by the Council's Housing department.' This result is based on 1,860 surveys completed in year.
Red 	HSTOP10_02: Gas Safety	99.9%	100%	99.9%	During 2019/20, 4,503 out of 4,507 gas services were completed on time. For the four that were not completed on time, two were due to a manual input error giving the incorrect anniversary date; and two were carried out late due to access issues.
Red 	NI154: Net additional homes provided	297	360	235	Figures provided are consistent with changes to the way of monitoring housing completion as a result of the housing delivery test requirements. Following adoption of the Part 2 Local Plan on 16 October 2019, a number of allocated sites will be available for housing to improve delivery. The data for 2019/20 not finalised as site visits were not able to be undertaken to check all completions.
Green 	NI159: Supply of ready to develop housing sites	72%	100%	100%	Adopting Part 2 Local Plan will fully address the five-year housing land supply shortage. Sites allocated are expected to come forward for development within two years. There is dialogue with developers, house builders and funding providers to unlock the more difficult to develop sites and these efforts are showing signs of success with the highest house building figures for 10 years achieved in 2017/18.








**Business Growth Business Plan – Key Tasks and Areas for Improvement 2019/20**

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	BG P2LP	Part 2 Local Plan	Prepare the Part 2 Local Plan for Broxtowe Borough.	<b>100%</b>	Sep-2019	The Planning Inspector's report was received on 7 October 2019. The plan was adopted by full Council on 16 October 2019.
In Progress 	BG1620_05	Support tram extension to the HS2 station and transport infrastructure work in the wider region.	Support tram extension to the HS2 station and transport infrastructure work in the wider region.	<b>83%</b>	Mar-2021	Adoption of the Part 2 Local Plan provides additional clarity to secure the necessary funding to assist with delivery of the tram extension. A supplementary planning document is underway and anticipated to be completed by the end of 2020.
In Progress 	BG1620_08	Report to Committee to enable consideration of undertaking a CIL charging Schedule	Report to Committee to enable consideration of undertaking a CIL charging Schedule	<b>14%</b>	Dec-2020	The Part 2 Local Plan is complete. A Contributions Officer was appointed in April 2020 who is now progressing this work.
In Progress 	BG1620_09	Redevelopment of Beeston Square Phase 2	Create a redeveloped site to provide housing, employment and community facilities.	<b>61%</b>	Dec-2020	A lease has been agreed with Arc Cinema. A contractor for the redevelopment work has been appointed. Work started in October 2019 and is scheduled to be completed by December 2020.
Completed 	CP1417_02	Stapleford Gateway site	Redevelopment of the Stapleford Gateway site	<b>100%</b>	Mar-2020	Work on converting the old Stapleford Police Station to an office hub is underway.
Completed 	JBG1417_04	Promote benefits of Apprenticeships	Hold at least two events each with employers promoting the benefits of apprenticeships.	<b>100%</b>	Mar-2019	Bi-annual events being held. Eastwood Jobs Club held monthly giving opportunities for apprentices.
Completed 	JBG 1417_05	Provide a financial support scheme for small and medium businesses	Target is to engage five business a year	<b>100%</b>	Mar-2020	Support has been well received by local businesses.










Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	JBG 1518_06	Neighbourhood Plans	Assist in the preparation of Neighbourhood Plans	34%	May-2019	As the Part 2 Local Plan has been adopted, work on developing neighbourhood plans will now progress more speedily.

**Business Growth – Critical Success Indicators 2019/20**






Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Notes
Data 	ERLocal_02: Employment Land Take Up	4,257m <sup>2</sup>	TBC	TBC	Monitoring has yet to be undertaken for 2019/20.
Data 	ERLocal_03: No. of planning applications approved for employment development (Class B1, B2 or B8)	8	-	7	The number represents approvals and not units which have been completed
Green 	TCLocal_01a: Town centre units occupied: Beeston	95%	93%	93%	Slight decrease from 94% in Q3 2019/20
Red 	TCLocal_01b: Town centre units occupied: Kimberley	92%	93%	87%	Decrease from 89% in Q3 2019/20
Amber 	TCLocal_01c: Town centre units occupied: Eastwood	89%	93%	91%	Stable from 91% in Q3 2019/20
Red 	TCLocal_01d: Town centre units occupied: Stapleford	86%	93%	87%	Slight decrease from 88% in Q3 2019/20 National Score October to December 2019 = 90.2%. Data last collected in March 2020 due to COVID19
Red 	TCLocal_05: New retail/commercial floor space provided within in Town Centres	-	40	4	No new units built in town centres and no units expanded. This is in line with emerging planning policy which proposes to amend and shrink some town centre boundaries to increase long term viability.

**Environment Business Plan – Key Tasks and Areas for Improvement 2019/20**


Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	ENV 1620_03	Implement the actions identified within the Waste Strategy	Implement the actions identified within the Waste Strategy	100%	Mar-2020	24 of the 27 actions identified in the Waste Strategy Action Plan have been addressed. Some activities are ongoing activities. The new national Waste and Resources Strategy was release at the end of 2018: Central Government is currently consulting on this strategy. It is anticipated that the consultation will conclude in 2020/21. The consultation has included a national common approach to recycling including the items to be recycled and arrangements for recycling of food waste.
Completed 	ENV 1620_04	Franchises and licensing within Parks and Open Spaces	Franchises and licensing within Parks and Open Spaces	100%	Mar-2020	Sponsorship of floral bedding was reviewed. Opportunities for sponsoring facilities within Parks and Green Spaces being explored.
Completed 	ENV 1720_01	Strategic Tree Planting	Continue to apply a strategic approach to tree management and planting. Work with partners, land owners and other agencies.	100%	Dec-2019	A new tree planting scheme launched as part of the Clean and Green Campaign. The autumn/ winter of 2019/20 saw 2,102 new trees planted. Schemes included: <ul style="list-style-type: none"> <li>• Free fruit trees – 500 apple and pear trees were given away to residents of the Borough at two events in January 2020.</li> <li>• Community Tree Events with 700 trees planted at Hetley Pearson Rec. Ground</li> <li>• 21 memorial trees planted at Brinsley Recreation Ground.</li> <li>• Two new Community Orchards created.</li> </ul>
In Progress 	ENV 1821_03	Improve Play Areas and Parks & Open Spaces	Ensure sites are Health & Safety and DDA Compliant	95%	Mar-2020	All year-1 schemes completed as part of the £500k initiative. Most year-2 schemes completed with the Hall-om-Wong scheme








Status	Code	Action Title	Action Description	Progress	Due Date	Comments
						carried forward due to a late award of funding to enhance the scheme.
Completed 	ENV 1922_01	Implementation of the Clean and Green Initiative	Implement a range of initiatives aimed at making Broxtowe a Cleaner and Greener place for residents and visitors to the Borough.	100%	Mar-2020	A number of activities were undertaken as part of the 2019/20 Clean and Green initiative. Unfortunately, some events planned for March 2020 were cancelled due to the coronavirus.
Completed 	ENV 1922_02	Management of Water Safety measures for Council owned water courses	Assess all the Council owned water courses and install/maintain appropriate safety measures/signage.	100%	Mar-2020	All sites have been assessed appropriate signage installed and water safety devices fitted at strategic locations.
Completed 	ENV 192_03	Evaluate/implement an integrated system for managing and monitoring work schedules for Environmental Services	To operate a system that will manage the work schedules of the frontline services.	100%	Mar-2020	The Bartec system has been upgraded and is used to managed the work schedules of refuse and some back office staff.






**Environment – Critical Success Indicators 2019/20**

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Green 	NI195a Cleanliness of the streets and open spaces within the Borough	96%	97%	96%	The level of cleanliness has been maintained.
Green 	SSData_01 Number of fly tipping incidents removed	359	342	267	A reduction of around 15% in the amount of fly tipping was recorded compared. This is a positive outcome (contrary to national trends) and can be attributed to a measures including the installation of anti-fly tipping signage, rapid clearance of waste and the provision of waste day events and free bulky waste collection events.
Amber 	NI192 Household waste recycled and composted	38.5%	40.2%	38.8%	Whilst the figure is below the target for 2019/20 there has been an increase from the previous year.
Green 	PSData_09 Parks achieving Broxtowe Parks Standard %	92%	98%	96%	Plans and changes to maintenance regimes are being developed to improve parks not achieving the Broxtowe Parks Standard.
Green 	CPLocal_03 Energy consumption across all operational sites Total kWh	8,114k	8,280k	7,039k	Data calculated annually.



**Community Safety Business Plan – Key Tasks and Areas for Improvement 2019/20**








Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	COMS 1620_16	Develop and deliver Actions Plans for Broxtowe Strategic Partnership	Improvement in issues identified in respect of Children/Young Persons, Health, Dementia, and Child Poverty	100%	Mar-2020	Actions agreed for 2019/20 have been completed.

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	COMS 1720_04	Deliver the Cross-Departmental Anti-Social Behaviour Action Plan	Reduction in anti-social behaviour across the borough	100%	Mar-2020	Completed.
Completed 	COMS 1821_08	Undertake a feasibility study on introducing wheelchair accessible taxi fleet	Taxis in the borough are wheelchair accessible	100%	Mar-2020	Report presented to Licensing and Appeals Committee on 3 December 2019. A working group has been set up to consider ways to incentivise new and existing drivers to upgrade fleet. The further work is due to be completed by August 2020.
Completed 	COMS 1821_13	Produce Food Service Plan	Ensure a fit for purpose Food Service Plan which informs activity in this area	100%	Jun-2019	Completed.
Completed 	COMS 1821_14	Produce DEFRA Annual Air Quality Status Report	Ensure a fit for purpose Air Quality Status Report highlighting current status an potential actions	100%	Jun-2019	Completed.
In Progress 	COMS 1821_15	Review of the Council's policy on toilet provision in cafes and restaurants	Production of approved policy on toilet provision in cafes and restaurants	66%	Sep-2020	Community Safety Committee on 29 January 2020 requested consultation be undertaken with Businesses and Residents. This will be held after the pandemic lockdown ends.
Completed 	COMS 1922_01	Develop and deliver a Neighbourhood Action Plan for Stapleford	Reduce all types of crime and improve community confidence	100%	Mar-2020	All actions in the Neighbourhood Action Plan completed. An Action Plan for 2020/21 has been developed and submitted to Office of the Police and Crime Commissioner for approval.
Completed 	COMS 1922_02	Implement ECINs for ASB Panel meeting management	Combine Anti-Social Behaviour and Complex Case Panels into one meeting to increase efficiency	100%	May-2019	Completed.

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	COMS 1922_04	Introduction of online payment facility for licence applications	Payments available on line for licence applications	100%	Feb-2020	Online payments for taxi applications and premises annual fees now live. Other payments may be added as required.
Completed 	COMS 1922_05	Set up procedures for Channel, Prevent, and Serious Organised Crime	Effective notification and referral mechanisms	100%	Mar-2020	Completed.
Completed 	COMS 1922_06	Set up effective mechanisms to manage the Local Strategic Partnership Task and Finish Group	Improved functioning of, and outcomes from, Local Strategic Partnership	100%	Oct-2019	Changes to the way Local Strategic Partnership groups operate being undertaken.
Overdue 	COMS 1922_07	Achieve Well Being at Work Accreditation	Improve Staff welfare and wellbeing	33%	Mar-2020	Work with County Council is waiting for a revised procedure to progress this further.
Completed 	COMS 1922_08	Create an effective Key Individuals Network System (KINS) for Broxtowe	System populated with key individuals to enable distribution of information to the specific communities	100%	Dec-2019	Completed.








**Community Safety – Critical Success Indicators 2019/20**

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Data Only 	ComS_011 No. of ASB Incidents	2,011	2,126	-	1,500 @ Q3 2019/20
Data Only 	ComS_012 ASB cases received by Environmental Health	480	-	386	There has been a significant reduction in ASB cases received by Environmental Health.







Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Data Only 	ComS_013 ASB cases received by Housing (General Housing)	40	-	22	There has been a significant reduction in ASB cases received by the Housing Services.
Data Only 	ComS_014 ASB cases received by Community Services	191	-	126	There has been a significant reduction in ASB cases received by the Communities Services.
Data Only 	ComS_024 Repeat Broxtowe high risk DV cases reported to MARAC South	24%	13%	14%	A reduction in the number of repeat cases was seen in 2019/20.
Red 	ComS_025 Domestic crimes in Broxtowe Borough	834	550	749	Target reduced from 1,488 to reflect that only domestic crimes are recorded as opposed to domestic crimes and incidents. The number of crimes has reduced in 2019/20.
Green 	ComS_085 Alcohol related referrals to Change-Grow-Live	103	-	100	Referrals - Some of the outcomes in quarter 4 will be from previous quarters referrals.
Data Only 	ComS_085a Successful Outcomes from referrals to Change-Grow-Live	94 (91.3%)	- (70%)	72 (96%)	Positive Outcomes - Exceeded target of 70%. The programme is having positive impact. The number of referrals is between 20-25 each quarter. Programme completion may take longer for some referees.
Data Only 	Local Strategic Plan 2018-2020	-	100%	82%	The value shows progress on completing the Partnership Action Plans for Health, Dementia, Children and Young People, Older People, and Child Poverty.  These plans cover a two-year period starting in 2018. Some tasks have been rolled forward into refreshed plans due to the COVID19 outbreak





**Resources – Key Tasks and Areas for Improvement 2019/20**

Status	Action	Action Title	Action Description	Progress	Due Date	Comments
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Status	Action	Action Title	Action Description	Progress	Due Date	Comments
In progress 	FP1720 _02	Participate in a countywide procurement exercise for merchant services (card processing)	Research and source a low cost service for merchant services in accordance with the Council's requirements	<b>30%</b>	Mar-2021	Due to delays in the joint procurement process, the Council is considering options for procuring this service with a view to having a new contract in place in 2020/21.
Completed 	FP1821 _01	Produce Final Accounts by end of May	Accounts produced as required by legislation requirements from 2017/18	<b>100%</b>	May-2019	Final Accounts completed in advance of statutory deadlines.
Completed 	FP1821 _02	Complete migration to the new Bank Account Sort Codes	Communicate the requirement of the change to relevant stakeholders	<b>950%</b>	Mar-2020	Completed.
In progress 	CP1620 _01	Pursue tram compensation claim	Pursue tram compensation claim	<b>50%</b>	Oct-2019	Compensation payments have reached over £1.7m with further negotiations ongoing.
Completed 	CP1620 _03	Implement the Asset Management Plan 2016-21	Implement the Asset Management Plan 2016-21	<b>100%</b>	Mar-2020	Work is ongoing. A new Asset Management Plan 2021-26 is being prepared.
Completed 	HR091 _01	Implementation of Core Abilities Framework and Performance Appraisal (PA) system across workforce with Broxtowe Learning Zone (BLZ)	Ensure the Council has highly developed employees who are competent to undertake their role and managers who can lead teams effectively in accordance with service/corporate objectives	<b>100%</b>	Dec-2018	Due to Covid-19 the deadline was extended to 22 May to allow Managers to complete appraisals which may have been missed due to the pandemic lockdown.
Completed 	HR1417 _03	Review of payroll processes to introduce electronic forms	Review of payroll processes to introduce electronic forms	<b>100%</b>	Mar-2018	E-Forms for car mileage claims went live from April 2018.









Status	Action	Action Title	Action Description	Progress	Due Date	Comments
Completed 	HR1620 _01	Review opportunities for shared HR working with other local authorities	Review opportunities for shared HR working with other local authorities	100%	Mar-2018	Opportunity explored to partner with neighbouring authority to provide training in respect of Apprenticeship Levy. Other partners now approved and engaged.
Completed 	HR1620 _02	Review of People Strategy	Review of People Strategy	100%	Oct-2018	People Strategy approved by Policy and Performance Committee on 12 December 2018.
Completed 	HR1620 _03	Development of a new Apprenticeship Strategy	Identify future skills requirements and improve career progression opportunities	100%	Jun-2018	Apprenticeship Strategy approved by Policy and Performance Committee on 12 December 2018.
Completed 	HR1720 _01	Introduce 20 new online Broxtowe Learning opportunities by 2020	Expand range of opportunities to develop employee skills. Add 20 modules to Broxtowe Learning Zone by 2020	100%	Mar-2020	Target is for 20 new courses delivered from April 2017 to March 2020. Since April 2017 20 new courses have been launched and 25 other courses have been refreshed or updated. The system has been updated to increase accessibility for users.
Completed 	HR1720 _02	Review of Employee Induction Programme	Ensure staff are equipped with the knowledge they need to perform at a high level.	100%	Jul-2018	New video produced by Corporate Communications now used for new employees.
Completed 	H&S1620 _02	Completion of Health and Safety Action Plan 2018/19	Completion of Health and Safety Action Plan	100%	Mar-2019	Business Continuity exercise was undertaken in April 2018.

Status	Action	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	DEM1518 _01	Community Governance Review	Community Governance Review	10%	Oct-2022	Start of the review put back to October 2020 in light of coronavirus pandemic. Initial suggested changes where related ward boundary change would be needed sent to LGBCE for comment. Report to Governance, Audit and Standards Committee on 20 July 2020 to outline process.
In Progress 	DEM1518 _01	Implementation of committee management system	Implementation of committee management system	85%	Jun-2018	Committee Management System purchased and installed. System Training for officers is to be delivered in 2020/21.
Completed 	LA1620 _02	Reduce sundry debtors backlog	Reduce sundry debtors backlog	100%	Apr-2019	The sundry debt has reduced and the responsibility for managing this in the future has transferred to Debt Recovery and Quality Control Section and Housing. A revised policy and procedures are also to be produced.
Completed 	LA1821 _01	Purchase and Implement Case Management System	Improve the management of cases and records	100%	Dec-2018	Purchase and installation completed January 2019. Work ongoing to develop reports and templates to assist in management of cases. This is now being used routinely in the section.




**Resources - Critical Success Indicators 2019/20**

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Amber 	BV8 Creditor invoices paid within 30 days of receipt	99.3%	99.3%	97.2%	The roll-out of Intelligent Scanning should enhance the efficiency of the creditor payment process and increase the speed with which creditors are paid.
Green 	LALocal_07 Complaints determined by the Local Government/Housing Ombudsman against the Council	5	0	2	Number of complaints determined by the Ombudsman is less than five years ago (2 - 2017/18; 6 - 2016/17)
Amber 	LALocal_12 Freedom of Information requests dealt with within 20 working days	96.5%	100%	96%	ICO guidance suggests a target of 85% of requests being sent a response within the appropriate timescales is acceptable. Exceeding the ICO target.





**Revenues, Benefits and Customer Services Key Tasks and Areas for Improvement 2019/20**

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	RBCS 1620_01	Manage the introduction of Universal Credit (UC)	Manage the introduction of Universal Credit (UC)	50%	Mar-2024	Universal Credit full roll took place in November 2018 at Beeston Job Centre. All new claims for benefit after this date will be expected to apply for UC. Existing benefit claimants will remain on their current benefits.
Completed 	RBCS 1620_03	Replace the current CRM system (Meritec)	Replace the current CRM system (Meritec)	100%	Mar-2019	New CRM has been live since November 2019.
Completed 	RBCS 1620_05	Widen the use of e-forms	Widen the use of e-forms	100%	May-2019	Completed in line with CRM system.
Completed 	RBCS 1620_08	Implement the pre-eviction protocol for rent areas and actions arising from the KPMG report	Implement the pre-eviction protocol for rent areas and the actions arising from the KPMG report	100%	Apr-2017	Action is deemed complete.
Completed 	RBCS 1720_01	Develop a greater integrated Revenues and Benefits Department with Erewash BC	Integrated service where the Revenues and Benefits service, between the two Councils, is working together	100%	Mar-2019	The Council has decided not to develop the integrated service with Erewash in respect of Revenues and Benefits.
Completed 	HS 1520_43	Reduce rent arrears whilst planning for the introduction of UC	Reducing levels of rent arrears	100%	Mar-2019	This task was completed by 31 March 2019. The Income Team continues to monitor arrears in relation to Universal Credit claims, and to support tenants who are claiming Universal Credit. The on-going work is now monitored through the Housing Business Plan and reported to the Housing Committee.



**Revenues and Benefits Critical Success Indicators 2019/20**

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
Green 	BV9 Council Tax collected	98.5%	98.4%	98.3%	Although the in-year Council Tax collection is slightly down on previous, it is expected that continued recovery will ensure overall collection remains on target.
Green 	BV10 Non-domestic Rates Collected	99.1%	98.7%	98.6%	Although the Business Rates in year collection is slightly down on the previous year, it is expected that continued recovery will ensure overall collection remains on target
Green 	BV66a Rent Collection: Rent collected as a proportion of the rent owed	99.9%	99.0%	99.8%	The Income Collection Team formally moved into the Housing Department in early 2019. The BV66a figure is monitored and reported to the Housing Committee.

**ICT and Business Transformation – Key Tasks and Areas for Improvement 2019/20**

Status	Action	Action Title	Action Description	Progress	Due Date	Comments
Green 	IT 1920_01	Digital Strategy Implementation	Implement the technology and processes required to enable effective integration between front and back office systems on a principle of Digital by Default.	100%	Mar-2019	
Green 	IT 1920_14	ICT Security Compliance	PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments.	100%	Mar-2019	
Green 	IT 1920_17	E-Facilities	Purchase and implement the necessary hardware and software to develop the Council’s Mobile Working facilities. Including pilot projects to trial available mobile working facilities to continue development of the e-facilities.	100%	Mar-2019	
Green 	IT 1819_20	Housing System - Enhancements	Project to provide necessary resource to assist the upgrade of the Capita Open Housing system and implement the Total Mobile working solution	100%	Mar-2019	

**ICT and Business Transformation Critical Success Indicators 2019/20**

Status	Code and Short Name	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Latest Note
	ITLocal_01 System Availability	99.8%	99.9%	99.5%	Level of availability of systems has been maintained.
	ITLoal_05 Virus Protection	100%	100%	100%	All viruses were blocked with no business impact.

**HOUSING**  
**GENERAL FUND SUMMARY**

Cost Centre	Revised Estimate 2019/20	Actual 2019/20	Variation	
	£	£	£	%
Hostel Accommodation	(4,731)	1,938	6,669	(141.0)
Hostel Management	27,055	25,826	(1,229)	(4.5)
Homelessness GF	326,184	247,809	(78,375)	(24.0)
Housing Strategy	20,889	28,516	7,627	36.5
Registered Social Landlords	7,022	6,910	(112)	(1.6)
Housing Advice	3,851	3,633	(218)	(5.7)
Miscellaneous Housing	(4,581)	(29,813)	(25,232)	550.8
Handyperson Scheme	0	(6,565)	(6,565)	0
<b>Total Housing</b>	<b>375,689</b>	<b>278,254</b>	<b>(97,435)</b>	<b>(25.9)</b>

**VARIANCES BETWEEN ACTUAL AND ESTIMATED INCOME  
AND EXPENDITURE 2019/20**

**GENERAL FUND HOUSING**

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<p><b><u>Homelessness GF</u></b></p> <p>Bed and breakfast costs of £13,781 in 2019/20 were significantly below the budget of £60,000 for the year.</p> <p>There was an underspend of approximately £40,000 on homelessness initiatives to be met from Government grants. This will be added to the Homelessness Grant Initiatives reserve at 31 March 2020 to allow the planned initiatives to be completed in 2020/21.</p>	326,184	247,809	(78,375)	(24)
<p><b><u>Miscellaneous Housing</u></b></p> <p>There was an underspend of £26,394 on Lifeline equipment with a greater use of recycled equipment reducing the requirement for additional purchases.</p>	(4,581)	(29,813)	(25,232)	551



**HOUSING REVENUE ACCOUNT SUMMARY**

	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation £	%
<b><u>HOUSING REVENUE ACCOUNT</u></b>				
<u>Expenditure</u>				
Employees	3,971,650	3,792,877	(178,773)	(4.5)
Premises	830,060	701,580	(128,480)	(15.5)
Transport	125,685	151,860	26,175	20.8
Supplies and Services	2,154,832	1,865,589	(289,243)	(13.4)
Other Expenditure	527,853	446,392	(81,461)	(15.4)
Central Support Services	825,241	903,707	78,466	9.5
Capital	7,936,325	7,712,331	(223,994)	(2.8)
	16,371,646	15,574,336	(797,310)	(4.9)
<u>Income</u>				
Income	(16,095,450)	(16,196,897)	(101,447)	0.6
	(16,095,450)	(16,196,897)	(101,447)	0.6
<b>Total Housing Revenue Account</b>	<b>276,196</b>	<b>(622,561)</b>	<b>(898,757)</b>	<b>(325.4)</b>

**VARIATIONS BETWEEN ACTUAL AND ESTIMATED INCOME  
AND EXPENDITURE 2019/20**

**HOUSING REVENUE ACCOUNT**

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation £	%
<p><b>Employees</b></p> <p>There were a number of significant underspends in specific areas due to vacant posts including Housing Repairs Administration (£66,000), Independent Living (£51,000) and Housing Strategy and Performance (£44,000) and Tenancy Services (£32,000). These were partly offset by some overspends including on the interim Head of Housing with the post filled on a permanent basis from November 2019 rather than April 2019 as budgeted.</p>	3,971,650	3,792,877	(178,773)	(5)
<p><b>Premises</b></p> <p>There was an underspend of £113,000 on works that are now regarded as capital expenditure and will be charged to the Capital Programme and financed accordingly. There was also an underspend of £23,000 on an internal decoration scheme that did not proceed as planned as well as other smaller underspends totalling £21,000.</p> <p>These were partly offset by an overspend of £19,000 on lift maintenance at Independent Living sites and £10,000 on utilities costs.</p>	830,060	701,580	(128,480)	(15)
<p><b>Transport</b></p> <p>The cost of travel expenses exceeded the budget by £11,000 with employees spending an increasing amount of time off-site whilst transport recharges were £15,000 greater than anticipated.</p>	125,685	151,860	26,175	21

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation £	%
<p><b>Supplies and Services</b></p> <p>A sum of £110,000 within the bad debt provision for unpaid void works was deemed to be no longer required and there was an underspend of £102,000 on waste disposal costs. Sub contractor costs and materials purchases (direct or from Stores) were also underspent by £20,000. There were also minor underspends totalling £63,000 whilst the £30,000 contingency was not utilised.</p> <p>No allowance was made in the 2019/20 budget for the CCTV management charge of £34,000. Provision for this will be made in future years.</p> <p>The budget for council tax charges due on empty council houses was exceeded by £25,000.</p>	2,154,832	1,865,589	(289,243)	(13)
<p><b>Other Expenditure</b></p> <p>A review of the work carried out by Grounds Maintenance employees to establish a more appropriate charge to the Housing Revenue Account for this activity resulted in the charge for this being £96,000 less than anticipated. This was partly offset by additional cleaning charges of £16,000.</p>	527,853	446,392	(81,461)	(15)
<p><b>Central Support Services</b></p> <p>Central support recharges into the Housing Revenue Account were more than had been anticipated. This is also reflected in a increased amount charged out of the Housing Revenue Account as shown under Income below.</p>	825,241	903,707	78,466	10

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation £	%
<p><b>Capital</b></p> <p>Lower than expected expenditure on the HRA capital programme in 2019/20 meant that a reduced revenue contribution was required to finance the 2019/20 HRA capital expenditure. The Finance and Resources Committee will be asked on 9 July 2020 to carry forward £592,300 into 2020/21 to meet the cost of work in the 2019/20 capital programme that will now be undertaken in 2020/21.</p> <p>The depreciation charges exceeded the budget by £286,000 due to an error in budget preparation. This is a non cash heading and offset by an equivalent adjustment to the Major Repairs Reserve.</p> <p>The recharge of external interest costs to the Housing Revenue Account was £83,000 larger than anticipated due to it having a greater share of the Council's external loans in 2019/20 than had been anticipated.</p>	7,936,325	7,712,331	(223,994)	(3)
<p><b>Income</b></p> <p>Council house dwelling rental income was £120,000 greater than the budget due to 49 weeks of rent charged to 2019/20. The budget was based upon 48.3 weeks of rental income on the assumption that only part of the extra week would be charged to 2019/20.</p> <p>Income from garage rents was £38,000 below the budget due lower occupancy of garages than had been anticipated. In addition, rent was not charged whilst major repairs were undertaken.</p> <p>Income received from leaseholder charges was £18,000 greater than had been anticipated.</p>	(16,095,450)	(16,196,897)	(101,447)	1

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation £	%
Income received from charges to former tenants for damage incurred during their occupancy was £39,000 less than the budget due a reduction in the number of accounts raised whilst income generated from the users of the Choice Based Lettings system was £12,000 less than anticipated.				

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**BUSINESS GROWTH**  
**SUMMARY**

Cost Centre	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
Directorate of Planning & Development	0	0	0	0.0
Planning - Management	(1)	0	1	(100.0)
Planning - Central Support	16,450	0	(16,450)	0.0
Planning - Development/Policy	0	0	0	0.0
Development Control	285,250	329,474	44,224	15.5
Planning Policy	316,609	286,899	(29,710)	(9.4)
Industrial Development	(103,472)	(77,431)	26,041	(25.2)
Craft Centre Complex	(3,960)	(3,336)	624	(15.8)
Economic Development	417,864	423,869	6,005	1.4
Stapleford Town Deal	50,000	24,433	(25,567)	(51.1)
Car Parks - Surface	44,021	63,048	19,027	43.2
<b>Total Business Growth</b>	<b>1,022,761</b>	<b>1,046,956</b>	<b>24,195</b>	<b>2.4</b>

**VARIATIONS BETWEEN ACTUAL AND ESTIMATED INCOME  
AND EXPENDITURE 2019/20**

**BUSINESS GROWTH**

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<p><b><u>Planning - Central Support</u></b></p> <p>The costs of this activity has been recharged across other areas in full. This approach will also be followed in 2020/21.</p>	16,450	0	(16,450)	0
<p><b><u>Development Control</u></b></p> <p>There was an overspending on employees costs of £21,731 due to an additional temporary posts being employed. Central support charges (CSCs) to this area were £43,142 greater than had been anticipated when the budget was set reflecting the amount of staff time dedicated to this. These overspends were partly offset by an underspend of £23,460 on consultancy fees.</p>	285,250	329,474	44,224	16
<p><b><u>Planning Policy</u></b></p> <p><u>Neighbourhood Planning Support</u> This budget was established to support town and parish councils undertake work to produce Neighbourhood Plans. Expenditure incurred in 2019/20 totalled £2,256 against a budget of £39,800. Further work is planned in 2020/21 and the Finance and Resources Committee will be asked on 9 July 2020 to approve a carry forward request of £37,550 into 2020/21 to allow the work to continue as intended.</p> <p><u>Joint Planning Advisory Board (JPAB)</u> Finance and Resources Committee on 15 February 2018 agreed to allocate an additional £20,000 in the 2018/19 for a contribution to JPAB consultancy costs. The proposed work was not undertaken in 2018/19 or 2019/20 and therefore the Finance and Resources Committee on 9 July 2020 will be asked to carry this budget forward into 2020/21.</p> <p><u>Local Plan Examination</u> A budget of £40,300 was carried forward from 2018/19 to meet the cost of the Part 2 Local Plan Examination. Actual expenditure incurred was £57,142.</p>	316,609	286,899	(29,710)	(9)



Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<p><u>Other</u></p> <p>Central support charges (CSCs) to this area were £16,848 greater than had been anticipated when the budget was set reflecting the amount of staff time dedicated to this. This was more than offset by additional Government grant income of £23,133.</p>				
<p><b><u>Industrial Development</u></b></p> <p>There was a shortfall in rental income received from tenants of £23,133, primarily at the New Road site in Stapleford.</p>	(103,472)	(77,431)	26,041	(25)
<p><b><u>Stapleford Town Deal</u></b></p> <p>Finance and Resources Committee on 10 October 2019 agreed to allocate £50,000 from the Council's resources to supplement the £140,000 government grant received to progress work to agree a Town Deal for Stapleford. Most of this has been incurred on consultancy fees. The underspend has been transferred to an earmarked reserve in 2019/20 and will be used to fund future expenditure on this scheme.</p>	50,000	24,433	(25,567)	(51)
<p><b><u>Car Parks - Surface</u></b></p> <p>Pay and Display income exceeded the budget by £32,218 but this was more than offset by a shortfall of £48,874 in income from off street penalty charge notices (PCNs).</p>	44,021	63,048	19,027	43

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**ENVIRONMENT**  
**SUMMARY**

Cost Centre	Revised	Actual	Variation	
	Estimate 2019/20 £	2019/20 £	£	%
Environmental Improvements	288,545	272,426	(16,119)	(5.6)
NCC Highway Maintenance	(155,000)	(12,285)	142,715	(92.1)
Estates	(30)	0	30	(100.0)
Vehicles Cost - Courier Service	(450)	0	450	(100.0)
Vehicles Cost - Car Parks	(450)	0	450	(100.0)
Vehicles Cost - Neighbourhood Wardens	(1,100)	0	1,100	(100.0)
Vehicles Cost - Estate Caretakers	(2,200)	0	2,200	(100.0)
Vehicles Cost - Electric Testing	(20)	0	20	(100.0)
Refuse Collection	1,296,018	1,361,746	65,728	5.1
Recycling	114,068	118,545	4,477	3.9
Refuse Collection - Vehicles & Plant	(50)	0	50	(100.0)
Public Conveniences	116,348	119,025	2,677	2.3
Repairs & Maintenance - Kimberley	0	0	0	0.0
Grounds Maintenance	(54,699)	0	54,699	(100.0)
Kimberley Admin Building	150	0	(150)	(100.0)
Stapleford - C.A.S.	(12,100)	0	12,100	(100.0)
Highways Sweeping	745,719	640,520	(105,199)	(14.1)
Abandoned Vehicles	806	842	36	4.5
Highways - Borough Services	160,576	182,651	22,075	13.7
Sign Shop	36,836	27,805	(9,031)	(24.5)
Hall Park	80,445	73,047	(7,398)	(9.2)
Cemeteries	117,071	121,731	4,660	4.0
Open Space	527,200	479,669	(47,531)	(9.0)
Tree Management	207,347	215,636	8,289	4.0
Nottingham Canal	32,686	25,564	(7,122)	(21.8)
Parks & Recreation Grounds Management	97,020	96,462	(558)	(0.6)
Beeston Parks	521,312	454,955	(66,357)	(12.7)
Stapleford Parks	332,526	316,179	(16,347)	(4.9)
Eastwood Parks	79,588	60,558	(19,030)	(23.9)
Kimberley Depot	5,917	0	(5,917)	(100.0)
Kimberley Stores	0	3,140	3,140	0.0
Mechanics - Kimberley Depot	(50)	0	50	(100.0)
<b>Total Environment</b>	<b>4,534,029</b>	<b>4,558,215</b>	<b>24,186</b>	<b>0.5</b>

**VARIANCES BETWEEN ACTUAL AND ESTIMATED INCOME  
AND EXPENDITURE 2019/20**

**ENVIRONMENT**

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<p><b><u>Environmental Improvements</u></b></p> <p>There was an underspend of £9,727 on grounds maintenance (employees, sub-contractors and materials) and the £4,000 budget for partnership working with Groundwork Greater Nottingham was not required.</p>	288,545	272,426	(16,119)	(6)
<p><b><u>NCC Highway Maintenance</u></b></p> <p>Expenditure of £158,339 was charged to this area in respect of activities for which the 2019/20 budgets were held elsewhere in anticipation of new coding arrangements coming into effect from 2020/21. The 2019/20 budget of £155,000 relates solely to income from NCC and this was exceeded by actual income of £170,626.</p>	(155,000)	(12,285)	142,715	(92)
<p><b><u>Refuse Collection</u></b></p> <p>There was an overspend of £76,378 on employee costs due mainly to an additional £67,285 expenditure on agency costs.</p> <p>Additional transport charges of £45,420 due to increased repairs and maintenance costs were offset by underspends of £10,789 on replacement wheeled bins, £16,714 on insurance premiums and £19,084 on the Clean and Green Initiative.</p> <p>Income from the collection of garden waste exceeded the budget by £21,775 but this was partly offset by a shortfall of £12,326 in income from trade refuse collection.</p>	1,296,018	1,361,746	65,728	5
<p><b><u>Grounds Maintenance</u></b></p> <p>All expenditure and income for this activity has been re-charged across other service areas in 2019/20 to more accurately reflect the cost of these activities. This practice will also be followed in 2020/21.</p>	(54,699)	0	54,699	(100)

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<p><b><u>Highways Sweeping</u></b></p> <p>There was an underspend of £71,206 on employees costs including an underspend of £20,456 on agency costs.</p> <p>There were also underspends of £10,419 on street furniture, £12,826 on sub contractors and £10,453 on direct materials. These were partly offset by an overspend of £11,068 on transport charges.</p>	745,719	640,520	(105,199)	(14)
<p><b><u>Highways - Borough Services</u></b></p> <p>There was expenditure of £9,864 on water charges and £7,250 on flooding grants for which there was no budget provision.</p>	160,576	182,651	22,075	14
<p><b><u>Open Space</u></b></p> <p>There was an underspend of £40,223 in Grounds Maintenance re-charges (employees, sub-contractors and materials) as well as additional £5,583 other income.</p>	527,200	479,669	(47,531)	(9)
<p><b><u>Beeston Parks</u></b></p> <p>There was an underspend of £60,757 in Grounds Maintenance re-charges (employees, sub-contractors and materials) as well as an overall underspend of £13,930 in premises costs. These were partly offset by a shortfall of £13,193 in income from fees and charges.</p>	521,312	454,955	(66,357)	(13)
<p><b><u>Stapleford Parks</u></b></p> <p>There was an underspend of £20,732 in Grounds Maintenance re-charges (employees, sub-contractors and materials).</p>	332,526	316,179	(16,347)	(5)
<p><b><u>Eastwood Parks</u></b></p> <p>There was an underspend of £12,350 in Grounds Maintenance re-charges (employees, sub-contractors and materials) as well as an overall underspend of £3,150 in premises costs.</p>	79,588	60,558	(19,030)	(24)

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**COMMUNITY SAFETY**  
**SUMMARY**

Cost Centre	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
Communities Team	485,479	413,194	(72,285)	(14.9)
CCTV	235,776	176,134	(59,642)	(25.3)
Neighbourhood Wardens	114,378	108,431	(5,947)	(5.2)
Licensing	10,991	(3,763)	(14,754)	(134.2)
Public Protection	88,944	87,044	(1,901)	(2.1)
Environmental Health	599,224	633,138	33,914	5.7
Private Sector Housing Renewal	737,155	743,159	6,004	0.8
<b>Total Community Safety</b>	<b>2,271,947</b>	<b>2,157,336</b>	<b>(114,611)</b>	<b>(5.0)</b>

**VARIATIONS BETWEEN ACTUAL AND ESTIMATED INCOME  
AND EXPENDITURE 2019/20**

**COMMUNITY SAFETY**

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<p><b><u>Communities Team</u></b></p> <p>There was an underspend of £31,160 on employees costs due to vacant posts during the years plus an underspend of £10,170 on health promotion work. There was also an underspend of £30,161 on various crime reduction projects. Finance and Resources Committee on 9 July 2020 will be asked to approve a carry forward request of £30,150 to allow these projects to continue in 2020/21.</p>	485,479	413,194	(72,285)	(15)
<p><b><u>CCTV</u></b></p> <p>There was an underspend of £24,660 in the central support charge (CSC) from Private Sector Housing due to a lower than anticipated amount of staff time dedicated to this activity.</p> <p>There was also additional income of £36,000 from ad hoc re-charges for which there was no budget provision in 2019/20. This has been reflected in the 2020/21 budget.</p>	235,776	176,134	(59,642)	(25)
<p><b><u>Licensing</u></b></p> <p>There was an underspend of £13,693 in employee costs. Whilst there was an overspend of £10,329 in central support charges (CSCs) from other service areas, this was more than offset by additional license fee income.</p>	10,991	(3,763)	(14,754)	(134)
<p><b><u>Environmental Health</u></b></p> <p>There was an overspend of £14,488 in employee costs as well as an overspend of £19,302 in central support charges (CSCs) from other service areas. Costs associated with work in default also exceeded the budget by £21,255.</p> <p>These costs were partly offset by there being no expenditure against the £15,000 budget for noise monitoring equipment. This underspend has been transferred to an earmarked reserve in 2019/20 which can then be drawn upon for future expenditure in this area.</p>	599,224	633,138	33,914	6



**HEALTH**  
**SUMMARY**

Cost Centre	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
Community Facilities	40,829	37,419	(3,410)	(8.4)
Chilwell Community Centre	4,401	2,414	(1,987)	(45.2)
Montrose Court	1,700	675	(1,025)	(60.3)
Grants & Loans To Voluntary Organisation	182,591	182,265	(326)	(0.2)
Leisure & Culture	1,437,348	1,444,757	7,409	0.5
Election Expenses	159,283	127,569	(31,714)	(19.9)
Register of Electors	384,177	255,676	(128,501)	(33.4)
Other Elections	40,016	47,123	7,107	17.8
<b>Total Health</b>	<b>2,250,345</b>	<b>2,097,898</b>	<b>(152,447)</b>	<b>(6.8)</b>

**VARIATIONS BETWEEN ACTUAL AND ESTIMATED INCOME  
AND EXPENDITURE 2019/20**

**HEALTH**

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<p><b><u>Election Expenses</u></b></p> <p>Additional income received from Parish Councils as contributions towards our costs incurred administering the Borough Elections of May 2019 had not been budgeted for</p>	159,283	127,569	(31,714)	(19.9)
<p><b><u>Register of Electors</u></b></p> <p>Individual Elector Registration (IER) grant income of £122,300 received in 2017/18 has been brought forward each year and is yet to be fully spent. It is anticipated that this expenditure will be incurred in 2020/21 and subsequent years. An earmarked reserve of £135,500 has been created in 2019/20 in respect of IER and will be used to finance future expenditure on this scheme.</p>	384,177	255,676	(128,501)	(33.4)

REVENUES, BENEFITS AND CUSTOMER SERVICESSUMMARY

Cost Centre	Revised Estimate 2019/20 £	Actual 2019/2020 £	Variation	
			£	%
Customer First (CRM)	0	0	0	0
Cost of Collection	568,834	578,473	9,639	2
Benefits	536,022	464,257	(71,765)	(13)
<b>Total Revenues, Benefits &amp; Customer Services</b>	<b>1,104,856</b>	<b>1,042,730</b>	<b>(62,126)</b>	<b>(5.6)</b>

**VARIATIONS BETWEEN ACTUAL AND ESTIMATED INCOME  
AND EXPENDITURE 2019/20**

**REVENUES, BENEFITS AND CUSTOMER SERVICES**

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<b>Customer First (CRM)</b>	0	0	0	0
The cost of this activity has been re-charged across all other areas in full. This approach will also be followed in 2020/21.				
<b>Cost of Collection</b>	568,834	578,473	9,639	2
There was an underspend on court costs of £55,301 that was just exceeded by a shortfall on the recovery of court costs of £57,555.				
<b>Benefits</b>	536,022	464,257	(71,765)	(13)
The net cost of Rent Allowances and Rent Rebates (payments made less subsidy received) was £86,422 greater than anticipated. This was more than offset by a reduction in the provision for the recovery of housing benefit overpayments (£84,143), further Department for Work and Pensions grants (£44,962) and a pension strain budget that was not required (£30,250).				

**RESOURCES****SUMMARY**

Cost Centre	Revised Estimate	Actual	Variation	
	2019/20 £	2019/20 £	£	%
Human Resources	11	0	(11)	(100.0)
Deputy Chief Executive	(2)	0	2	(100.0)
Director of Legal	1	0	(1)	(100.0)
Legal Services	13,202	0	(13,202)	(100.0)
Administrative Services	11,569	0	(11,569)	(100.0)
Print Room	(1,033)	8,704	9,737	(942.6)
Land Charges	(8,648)	10,084	18,732	(216.6)
Support Services	2,599	0	(2,599)	(100.0)
Post Room	25,668	39,421	13,753	53.6
Tea & Vending	7,891	10,035	2,144	27.2
Finance Department - Management	2	0	(2)	(100.0)
Finance Department - Audit	0	0	0	0.0
Finance Department - Accountancy	11,700	0	(11,700)	(100.0)
Commercial Finance	(1)	0	1	(100.0)
Finance Department - Creditors	6,064	0	(6,064)	(100.0)
Debtors	(1)	0	1	(100.0)
Miscellaneous	(4,244,020)	(4,145,566)	98,454	(2.3)
Strategic Director	104,300	100,547	(3,753)	(3.6)
Chief Executive's Office	1	0	(1)	(100.0)
Corporate Communications	(1,398)	0	1,398	(100.0)
Beeston Square	1,485,298	1,446,243	(39,055)	(2.6)
Beeston Square Service Charge Account	0	0	0	0.0
Bramcote Crematorium	(500,000)	(500,000)	0	0.0
Grant Aid to Parishes/Town Councils	52,950	48,160	(4,790)	(9.0)
Members Expenses	279,819	288,804	8,985	3.2
Civic Affairs	141,031	191,549	50,518	35.8
Departmental Representation & Management	420,369	445,988	25,619	6.1
DRM Recharge	(168,050)	(176,350)	(8,300)	4.9
External Audit & Best Value	52,000	37,083	(14,917)	(28.7)
Treasury Management & Banking	152,182	167,071	14,889	9.8
Corporate Management - Administration	436,329	830,279	393,950	90.3
Corporate Management - Housing Revenue A	(273,600)	(293,367)	(19,767)	7.2
Central Overheads	31,626	84,943	53,317	168.6
Security of Public Buildings	(1,022)	571	1,593	(155.9)
Council Offices	389,290	0	(389,290)	(100.0)
Town Hall	86,100	95,871	9,771	11.3
Cavendish Lodge Complex	3,277	8,377	5,100	155.6
Eastwood Cemetery Chapel Offices	(4,250)	(6,387)	(2,137)	50.3
General Properties & Land	98,727	66,278	(32,449)	(32.9)
Stapleford House	5,075	8,396	3,321	65.4
Health & Safety	(1)	0	1	(100.0)
<b>Total Resources</b>	<b>(1,384,945)</b>	<b>(1,233,267)</b>	<b>151,678</b>	<b>(11.0)</b>

**VARIATIONS BETWEEN ACTUAL AND ESTIMATED INCOME**  
**AND EXPENDITURE 2019/20**

**RESOURCES**

Comments	Revised Estimate	Actual	Variation	
	2019/20 £	2019/20 £	£	%
<b><u>Legal Services</u></b>	13,202	0	(13,202)	(100)
<b><u>Administrative Services</u></b>	11,569	0	(11,569)	(100)
<b><u>Finance Department - Accountancy</u></b>	11,700	0	(11,700)	(100)
<b><u>Council Offices</u></b>	389,290	0	(389,290)	(100)
The costs of these activities have been recharged across other areas in full. This approach will also be followed in 2020/21.				
<b><u>Land Charges</u></b>	(8,648)	10,084	18,732	(217)
Income in 2019/20 from land charges was £22,088 less than the budget for the year				
<b><u>Post Room</u></b>	25,668	39,421	13,753	54
Postal charges were £59,418 less than the budget reflecting a reduced requirement for this service. However, the sum recharged across other service areas was £64,005 less than had been anticipated.				
Central support charges (CSCs) to this area were £7,237 greater than had been anticipated when the budget was set reflecting the amount of staff time dedicated to this.				
<b><u>Miscellaneous</u></b>	(4,244,020)	(4,145,566)	98,454	(2)
Outstanding sundry debts totalling £178,602 that were no longer considered recoverable and for which no provision had been made were written off in the year.				
Interest paid on external borrowing was £98,317 lower than budget, due in part to the budget calculation including some loans that had been previously repaid. In addition, slippage in the 2019/20 capital programme meant that some anticipated borrowing was not required.				
Interest received on investments was £40,380 less than the budget due to the continuation of extremely low interest rates even though a greater use of long-term investments was made during the year.				

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<b><u>Beeston Square</u></b>	1,485,298	1,446,243	(39,055)	(3)
Rent income in 2019/20 was £24,876 higher than the budget of £700,000 whilst the management fee re-charge was £11,895 higher than the budget. A report to Finance and Resources Committee on 9 July 2020 will provide further details on the costs and income associated with Beeston Square following the purchase of the leasehold interest from Henry Boot in May 2016.				
<b><u>Civic Affairs</u></b>	141,031	191,549	50,518	36
Central support charges (CSCs) to this area were £60,450 greater than had been anticipated when the budget was set reflecting the amount of staff time dedicated to this. This was partly offset by underspends of £6,796 and £4,000 on chauffeur services and miscellaneous expenses respectively.				
<b><u>Departmental Representation &amp; Management</u></b>	420,369	445,988	25,619	6
A greater sum was recharged to this area at the end of the year than had been anticipated when the budget was set reflecting the amount of staff time and other resources dedicated to this.				
<b><u>External Audit and Best Value</u></b>	52,000	37,083	(14,917)	(29)
Provision of £9,670 was included in the 2019/20 budget for costs associated with the audit of 2017/18 grant claims that did not materialise. An unexpected reimbursement of £4,330 was also received in 2019/20 from Public Sector Audit Appointments (PSAA).				
<b><u>Treasury Management &amp; Banking</u></b>	152,182	167,071	14,889	10
There was an overspend of £6,285 on bank charges due to the fees associated with the increasing volume of card transactions. Central support charges (CSCs) to this area were £8,754 greater than had been anticipated when the budget was set reflecting the amount of staff time dedicated to this.				

Comments	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<p><b><u>Corporate Management - Administration</u></b></p> <p>This budget included the original £330,890 agreed vacancy rate target for 2019/20. This allowed all other pay and associated budgets to be shown at the anticipated full cost for the year.</p> <p>Central support charges (CSCs) to this area were £65,893 greater than had been anticipated when the budget was set reflecting the amount of staff time dedicated to this.</p>	436,329	830,279	393,950	90
<p><b><u>Central Overheads</u></b></p> <p>Pension strain costs of £55,396 were incurred for which there was no budget provision.</p>	31,626	84,943	53,317	168.6
<p><b><u>General Properties &amp; Land</u></b></p> <p>There was minimal expenditure against the £40,000 budget for repairs and maintenance whilst rental income exceeded the budget by £15,806. This was partly offset by Central Support Charges (CSCs) to this area being £10,456 greater than had been anticipated when the budget was set reflecting the amount of staff time dedicated to this.</p>	98,727	66,278	(32,449)	(32.9)



ICT & BUSINESS TRANSFORMATIONSUMMARY

Cost Centre	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
Information & Computer Technology	135,831	0	(135,831)	(100)
ICT Business Transformation	(3)	0	3	0
The costs of these activities have been recharged across other areas in full. This approach will also be followed in 2020/21.				
<b>Total ICT Services</b>	<b>135,828</b>	<b>0</b>	<b>(135,828)</b>	<b>0</b>

**VARIATIONS BETWEEN ACTUAL AND ESTIMATED INCOME  
AND EXPENDITURE 2019/20**

**ICT & BUSINESS TRANSFORMATION**

Cost Centre	Revised Estimate 2019/20 £	Actual 2019/20 £	Variation	
			£	%
<b>Information &amp; Computer Technology</b>  There were overspends of £16,928 and £38,122 on employees and telephony costs respectively that were more than offset by a £65,405 underspend on third party payments.	135,831	0	(135,831)	(100)

## Report of the Chief Executive

**REGULATION OF INVESTIGATORY POWERS ACT 2000**1. Purpose of report

To inform members of the use of the Regulation of Investigatory Powers Act 2000 (RIPA) powers and to amend the Policy and Guidance document. And update members on the outcome of the most recent Inspection.

2. Detail

The Policy and Guidance document should be regularly reviewed by members to ensure it remains fit for purpose.

The Council has made no use of the RIPA powers since July 2015. This is due to the fact that the only use being made by the Council was in connection with investigations into benefit fraud, and this function transferred back to the Department of Works and Pensions. However, Officers are required to undergo refresher training under the e-learning system to prepare for the possibility of the RIPA powers being used in a new area.

In July 2019 the Policy and Guidance document was updated to include a revised list of authorised officers following the re-structure of the senior management team in February 2019. In March 2020, just prior to the lockdown, the RIPA inspector attended the Council offices to carry out an inspection and has since sent through her report. It is pleasing to note that the Inspector was satisfied that the previous recommendations from the last inspection in April 2016 had been complied with. Following the inspection, the Inspector made only one partial recommendation regarding an update to the policy and two further observations to provide for the wider circulation of supplemental material provided by an external trainer to a wider audience than those who attended and to consider a reduction in the number of authorising officers. In response to the latter observation the list has been reduced to include the Monitoring Officer, Head of Public Protection, Head of Revenues and Benefits and Head of Housing.

3. Financial implications

There are no financial implications.

**Recommendation**

**The Committee is asked to NOTE the use of RIPA powers and RESOLVE that the Policy and Guidance document be amended to include the reduced number of authorising officer.**

Background papers

Nil

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## Report of the Strategic Director

**MEMBER DEVICES**1. Purpose of report

The report provides Councillors with options in respect to the provision of ICT devices in order for Councillors to be able to access all relevant Council technology platforms and systems and in addition to have a common supported device to use for Council business in line with their role as Broxtowe Borough Councillors.

2. Background

The recent Covid-19 emergency has highlighted the disparate range of ICT devices used by Councillors and the difficulty for a small number of Councillors in accessing the new ICT platforms that were established to allow for the democratic process to continue. Moving forward it is recognised that achieving a degree of consistency for Councillors will help to enable generic training to be delivered with the consequent increase in confidence and skills.

In addition, phase 3 of the implementation of the Committee Management System (CMS) will see the rollout of the solution to officers, who have the responsibility of generating reports and to Councillors, where the goal will be for them to consume Committee and Council agendas electronically. The appendix provides two options that Councillors are asked to consider and decide which best meets their needs and the objectives of the Council's Digital Strategy to increase its use of digital service provision to officers, Customers and Councillors.

3. Financial Implications

Procurement of the enhanced module for the CMS system allowing for secure remote access to confidential (Section 12 exclusion of public and press) documents is estimated to cost £5,000 plus any ongoing support and maintenance costs whilst the Councillor's devices are estimated to cost £40,000.

Finance and Resources Committee on 9 July 2020 will be asked to carry forward a net underspend of £45,500 in the 2019/20 capital programme on New Ways of Working (NWOW) Data Server Re-Location and Town Hall Migration schemes for inclusion in the 2020/21 capital programme. As no further expenditure is anticipated on these schemes, this sum is available for use as agreed by Members.

The total proposed capital cost of £45,000 as outlined above can be met from the £45,500 carried forward from 2019/20. The ongoing support and maintenance costs would be met from the ICT software maintenance budget which is £573,000 in 2020/21.

**Recommendation**

**The Committee is asked to RESOLVE that:**

- 1) The procurement of the appropriate module for the Committee Management System to allow for secure remote access to Section 12 documents.**
- 2) To determine which option is preferred and RESOLVE accordingly.**
- 3) To RECOMMEND to the Finance and Resources Committee to include £45,000 in the 2020/21 capital programme as outlined to be funded by a carry forward of £45,500 from 2019/20**

Background papers: nil

## APPENDIX

Costs of the Current Arrangements

The cost of the current support for Councillors ICT provision is built into the Member Allowance arrangements. Within the allowance £200.00 is provided to each Councillor each year to invest in ICT facilities. Therefore, £200 x 44 (Councillors) x 4 (years) = £35,200 invested by the Council for Councillor ICT provision (excluding telephony and broadband where an additional separate allowance is provided).

Moving Forward

To enable the Council to leverage the investment already made in the CMS and to ensure that all Councillors have access to technology that allows full engagement with the Council's ICT platforms and systems, it is recommended that Councillors consider approving moving towards a Council owned device rather than procuring their own. The capital cost to enhance the CMS solution allowing Councillors to securely access confidential (Section 12 exclusion of public and press) documents electronically is approximately £5,000 with any ongoing maintenance cost being contained within existing revenue budgets. In addition, a capital budget of approximately £40,000 will be required during each Council Term to purchase a new device for each Councillor (the asset life is 5 years equating to £8,000 per year). This latter element may be offset by the removal or reduction of Councillor's ICT allowance.

**Option 1:**

1. Approach all Councillors and determine which Councillors require the Council to purchase them a device (based on a) no device or b) current device is not fit for purpose i.e. cannot operate with Microsoft Teams or Committee Management System)
2. Purchase a smaller number of devices and allocate accordingly.
3. Remove / reduce the ICT allowance for this smaller cohort of Councillors (remove the whole £200 or reduce it to for example £100 to reflect other costs that may be incurred, for example printer / consumables).
4. At the end of this Council Term (May 2023) the Council purchases each member of the new Council a Council owned device.
5. Apply the allowance arrangement to all Councillors in line with what is decided at 3. above.

Pros	Cons
Ensures that all Councillors have a device that is fit for purpose	Cannot guarantee that the range of technology remaining will work for the full Council term
Reduced initial capital expenditure	

**Option 2:**

1. Leave the current allowance in place for all Members until the end of the current Council Term
2. Purchase each Member a new Council owned device, allocate the new device and expect Councillors to use the new device
3. At the end of this Council Term in 2023 all of the Council devices are recovered, wiped and rebuilt.
4. The recovered devices are issued to the new Councillor cohort at the beginning of the new Council Term

5. Remove / reduce the ICT allowance for this smaller cohort of Councillors (remove the whole £200 or reduce it to for example, £100 to reflect other costs that may be incurred, for example printer / consumables).

<b>Pros</b>	<b>Cons</b>
The functionality / maintenance / ability to work with the technology platforms in use by the Council can be guaranteed	May be viewed by some Councillors as an unnecessary expense in instances where some have purchased good quality devices that are capable of working with the technology platforms in use by the Council
Consistency of device will allow generic training and support to be delivered	Business use only
Councillors that have invested in their ICT solution expecting to be repaid over the Council Term via the ICT allowance would not be disadvantaged.	

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## Report of the Interim Monitoring Officer

**SCHEME OF DELEGATION FOR OFFICERS**1. Purpose of Report

This matter was delegated to this Committee by a decision of Annual Council on 15 May 2020 for determination by this Committee.

2. Further Information

The revised Scheme of Delegation is attached for consideration and approval by this Committee on behalf of the Council. It is a revision rather than a complete re-write but seeks to achieve the following:

- Reflect the current officer structure
- Delegate more to the increased number of heads of service, enabling the General Management Team to take a more strategic overview.
- Retain and clarify the delegations to the statutory officer posts; head of paid service, monitoring officer and S.151/S.115 officer
- Avoid delegations looking like job descriptions, focussing instead on what delegations are needed to deliver the function
- Ensure delegations can swiftly be recalled and redistributed by the head of paid service whenever needed and urgent or tight turnarounds necessitate delegated decisions these can be provided without delay or lost opportunity
- Overall to reduce the size of the Scheme avoiding too many lists
- Ensure the Scheme is up to date.

At Annual Council, all Members were invited to comment on the proposed Scheme of Delegation and any Member wishing to would be given the opportunity to address the Committee on this item.

Once approved this will largely complete the revision of the Council's Constitution. Accordingly, Members are invited to approve the revised Scheme of Delegation to Officers.

**Recommendation**

**The Committee is asked to RESOLVE that the Scheme of Delegation be approved as part of the Constitution of this Council.**

Background papers

Nil

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# Broxtowe Borough Council Constitution

Document No. 3 – Scheme of Delegation

## **INTRODUCTION**

As a Council operating committee system governance arrangements, Broxtowe has an extensive scheme for the delegation of functions to committees and to individual officers. It should be noted that under this governance system, delegation of functions to individual councillors is not available. The Scheme proceeds as follows:

### 1. General and Interpretation

- a) Under this Scheme, functions are fully delegated with the delegate having full powers as set out herein to act or authorise as appropriate.
- b) The delegation of a function by the Council or a committee shall not prevent the subsequent carrying out of the function by that delegating body. Similarly, an officer who authorises an officer may nevertheless carry out the function themselves. Any authorisation made by an officer shall be in writing, a copy signed and sent to the Monitoring Officer.
- c) Unless expressly limited, any delegation shall include full powers to deal with any matters consequential to the delegation (such as handling appeals, recovering costs and dealing with legal issues arising), subject to the Head of Legal Services' general powers to deal with litigation on behalf of the Council.
- d) Where there is a subsequent change to the officer establishment of the Council or changes to the committee structure, including names and terms of reference, the provisions of this Scheme will continue to have effect with the revised roles of officers and/or committees being deemed to fall within the roles currently delegated by this Scheme.
- e) The Chief Executive, following consultation with the Leader of the Council, shall have the power to allocate any new functions of the Council, or a function which has not been allocated under this Scheme, to the officer (including the Chief Executive), which the Chief Executive considers most appropriate to perform the function. This enhances delegated urgency powers to the Chief Executive in light of any pandemic or other such circumstances.
- f) The Scheme is not definitive on all sources of delegation (for example, powers to manage and deal with land are derived from several statutory sources) and the intention is that all functions are delegated under all enabling powers.
- g) Chief and senior officers are delegated all functions in relation to managing the staff and resources necessary to perform their substantive functions. All such functions must be managed in accordance with Council policies, strategies and procedures and all applicable law. It shall be the responsibility of each chief officer to liaise with their senior officers as to the discharge of their delegated functions to ensure it aligns with corporate policy.

- h) References to legislation in this Scheme shall be deemed to include subsequent legislation to the relevant function.

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  - 3. Monitoring Officer**
  - 4. Strategic Director**
  - 5. Head of Legal Services**
  - 6. Head of Housing**
  - 7. Head of Planning and Economic Development**
  - 8. Head of Governance**
  - 9. Head of Human Resources and Public Protection**
  - 10. Head of Property Services**
  - 11. Head of Environment**

## 1. Scope of Arrangements and Delegations

- a) Pursuant to Section 101 of the Local Government Act 1972 the Council delegates to each officer (as set out below) full powers to act in all matters within their area of responsibility (unless delegated to a committee), including responsibility for all day to day management and operational decisions.
- b) All delegations in this section are subject to other clauses in this Constitution and subsequent orders of full Council (including any procedures, codes of practice and guidance). In particular these delegations should be read in conjunction with the scope of arrangements and delegations set out in the Council's Standing Orders in this Constitution.
- c) This Scheme of Delegation is for the officers of the Council. 'Officers' are defined as all employees and staff employed or engaged by the Council to carry out its functions. It includes those under short-term, agency, or other non-employed situations. It does not apply to any person employed by contractors who are carrying out work or duties for the Council under contracts.
- d) The delegation to officers shall include the power:
  - i. To authorise the exercise of the delegated powers of decision by such other officers as may be deemed appropriate for the proper and efficient performance of the work. A record of any delegations shall be kept by the Monitoring Officer.
  - ii. To designate particular officers as 'appropriate' or 'proper' officers for the purposes of any statutory provisions, including where necessary or convenient having regard to any professional or technical requirements, an officer who is not an employee of the Council. Such "**Proper Officer functions**" as set out in **Appendix 1**.
  - iii. Following consultation with the Chief Executive to authorise particular officers in accordance with Section 223 of the Local Government Act 1972 (conduct of court proceedings by officers who are not solicitors).
  - iv. To make any determination under statutory provisions.
  - v. To instruct the Head of Legal Services to serve any Notice or make any Order prosecute in respect of any offence under any statute, order, regulation or by law, subject to him or her being satisfied as to the evidence.
  - vi. If the officer to whom a functions has been delegated is unable to act due to a conflict of interest, a conflict of opinion with a Chief Officer or any other reason, then it is for the Chief Executive to determine who should exercise that function. If the Chief Executive is unable to act due to a conflict of interest, or any other reason, then it is for the Section 151 Officer to determine who should exercise

that function. If the Chief Executive and Section 151 Officer are unable to act due to a conflict of interest, or any other reason, then the function can be exercised by any Chief Officer.

- vii. To issue fixed penalty notices where appropriate.
- viii. Notwithstanding the powers delegated to committees or officers, the Council retains the right to exercise such powers.

## 2. **Management Structure**

The Council will engage such '**Officers**' as it considers necessary to carry out its functions.

- (a) The Council's **General Management Team** comprises the following officers who shall be regarded as the 'Chief Officers' of the Council:

Chief Executive – Head of Paid Service

Deputy Chief Executive – S151 Officer

Monitoring Officer

Strategic Director

- (b) The Council's **Senior Management Team** comprises the following officers who shall be regarded as 'Senior Officers' of the Council:

Head of Legal Services

Head of Housing

Head of Planning and Economic Development

Head of Governance

Head of Human Resources and Public Protection

Head of Property Services

Head of Revenues, Benefits and Customer Services

Head of Environment

Head of Administrative Services



Head of Finance

### **3. Functions of the 'Officers' of the Council**

#### **a) Chief Executive (Head of Paid Service)**

To leads manage and direct all officers of the Council in providing a corporate, co-ordinated, cross-functional approach towards Strategy and Policy Development and the delivery of services for the Council.

#### **Functions of the Chief Executive as Head of Paid Service**

- i) Acting through the Head of Human Resources and Public Protection to deal with all matters relating to the recruitment, appointment, remuneration, conditions of service, discipline, dismissal, superannuation, qualifications, training, job evaluation, promotion, safety and provision of welfare facilities of all employees of the Council (including settlement of claims up to £25,000 after consultation with the Monitoring and Section 151 Officers, if within existing budgets) which have not been delegated to a Committee, except that the following shall be reserved to Council:
  - (a) the appointment and dismissal of the roles of:
    1. the Head of Paid Service (the Chief Executive)
    2. the Monitoring Officer as appointed pursuant to Section 5 of the Local Government and Housing Act 1989; and
    3. the officer having responsibility for the Council's financial affairs pursuant to Section 151 of the Local Government Act 1982 and any other Chief Officer
- ii) To act as the Council's Head of Paid Service and to undertake the associated duties as set out in Section 4 of the Local Government and Housing Act 1989.
- iii) To deal with the grant and supervision of exemptions from political restrictions in respect of the relevant Council's posts.
- iv) To review the Whistleblowing Procedure for Employees.
- v) To review the Employee Code of Conduct.
- vi) To act as the Council's Returning Officer for the elections of councillors of the Borough, Electoral Registration Officer for the Borough and Proper Officer for parish polls under the Local Government Act 1972.

- vii) To act as the Council's Emergency Planning Officer in both wartime and peacetime emergencies and to liaise as necessary with neighbouring authorities, government departments, agencies and other bodies.
- viii) To perform the functions of the Council in respect of crime reduction including the payment of grants within the policy and budget of the Crime and Disorder Reduction Partnership.
- ix) In consultation with the Leader of the Council, and other recognised group leaders, to nominate or recommend any appointment to Liberty Leisure Ltd on behalf of the Council as shareholder.
- x) To perform the functions of the Council in respect of crime reduction including the payment of grants within the policy and budget of the Crime and Disorder Reduction Partnership.
- xi) In consultation with the Leader of the Council to authorise the taking or carrying out of action, notwithstanding anything on the Council's Standing Orders or Financial Regulations, where he/she considers that circumstances exist that make it expedient or necessary for action to be taken prior to the time when such action could be approved through the normal Council procedures. A report on such action, and the circumstances justifying the exercise of the delegated powers, shall be made to the next meeting of the Council as appropriate.

b) **Deputy Chief Executive (S151 Officer)**

The Deputy Chief Executive shall deputise for the Chief Executive if he/she is absent or unable to act unless they are prohibited from doing so by any legal or constitutional reason.

**Functions of Deputy Chief Executive as Section 151 Officer**

i) **Ensuring lawfulness and financial prudence of decision making**

After consulting with the Head of Paid Service and the Monitoring Officer, the Section 151 Officer will report to the full Council or to the appropriate Committee in relation to these functions, and the Council's external auditor, if he or she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the Council is about to enter an item of account unlawfully.

ii) **Administration of financial affairs**

Have responsibility for the administration of the financial affairs of the Council without prejudice to the generality of the above.

- (a) to make arrangements for the provision and operation of any treasury management, banking and insurance services including the authorisation of any transaction; signing of cheques or other financial instrument; provision of indemnities; agreement of terms for the raising, repayment or cancellation of loans, investments and leases
  - (b) to take any action to recover debts due to the Council and to write off debts considered to be irrecoverable for any proper reason
  - (c) to authorise arrangements for the disposal of surplus or obsolete assets and consequential accounting entries
  - (d) to determine all financial matters specified within statutory provisions and not reserved therein to the Council
  - (e) to allocate budgetary provision from approved contingencies and earmarked reserves
  - (f) to make arrangements for the provision of an Internal Audit service to the Council
- iii) **Providing advice**
- (a) to negotiate and settle the Council's insurance claims through insurers up to a financial limit determined by policy
  - (b) together with the Chief Executive and the Monitoring Officer provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all Councillors and support and advise Councillors and officers in their respective roles.
- iv) Acting through Head of Finance and Head of Revenues, Benefits and Customer Services:
- a) to give financial information and provide financial information to the media, members of the public and the community.
  - b) to write off debts to the limit set in Financial Regulations.
  - c) to grant non-domestic rating discretionary relief.
  - d) to assess and determine applications regarding the Policy on Discretionary Council Tax discounts.

- e) to carry out functions of the Council with regard to the matters listed below:
- Administration of benefits, including determination of entitlement and the award of discretionary housing benefits.
  - Collection of revenues due to the Council under currently prevailing legislation relating to local government finance.
  - Determination and declaration of the appropriate local average rate in March and September each year in respect of Council mortgages and perform and consequential administration.
  - Appearance at hearings of the Valuation Tribunal.
  - The recovery of rates and Council Tax including the appointment of enforcement agents for this purpose and the pursuit of court proceedings in consultation with the Head of Legal Services, where appropriate.
  - Management of the Council's investments and debts, including the appointments of external investment managers and brokers, in accordance with the Council's adopted Treasury Policy Statement.
  - Appointment of and liaison with insurers.
  - To determine on the Council's behalf tenders in respect of all activities in accordance with relevant legislative requirements and to organise and perform all works in relation thereof.
  - To negotiate and accept quotations from contractors for works classified as part of tenders within limits specified in the Financial Regulations.
  - Reduction or remittance of the charge for non-domestic rates on occupied and unoccupied properties on grounds of hardship, under Section 49 of the Local Government Finance Act.

c) **Monitoring Officer**

In addition to the general delegations at Section 1 of this Scheme, the Monitoring Officer is authorised to exercise the following functions:

- i) To report to Full Council, if he/she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission would give rise to a finding of maladministration, after such consultation with the Chief Executive and the S151 Officer. Such report once issued will have the effect of

stopping the proposal or decision being implemented until the report has been considered.

- ii) To maintain an up-to-date version of the Constitution and ensure that this is widely available to Members, staff and public, to include the recording of any changes ensuring that all administrative changes are made in consultation with the Chief Executive, Leader and Leader of the Opposition, except where if all consultees object proposed changes shall be determined by Full Council.
  - iii) To provide support to the Policy and Performance Committee and Government, Audit and Standards Committee.
  - iv) To provide advice to all Councillors on issues in relation to the scope of powers and authority to take decisions, interests, maladministration, financial impropriety, probity and Budget and Policy and Planning Framework.
  - v) To support the Council's Standards' Complaints Officer and deal with the Information Commissioner, Local Government Commissioner (Ombudsman), the Housing Ombudsman and other similar regulatory bodies.
- d) **Strategic Director**
- i) To determine complaints and to make payments for maladministration and other similar compensation awards by the Council in consultation with the S151 Officer up to a limit of £5,000.
  - ii) To negotiate compensation claims by or against the Council up to the maximum currently set out in Financial Regulations in capital consideration in each case or weekly compensation not exceeding that sum in each case.
- e) **Head of Governance**
- To ensure that all decisions, reasons for those decisions, relevant officer reports and background papers are made publicly available as soon as possible.
- f) **Head of Legal Services**
- i) To determine, authorise and issue any Notice, decision, proceedings (to include criminal and civil proceedings) and appeals on behalf of the Council.
  - ii) To exercise discretion in consultation with the S151 Officer to settle court and tribunal proceedings and other potential proceedings.
  - iii) To authorise, in conjunction with the Chief Executive, officers under Section 223 of the Local Government Act 1972 to appear on behalf of the Council in

proceedings before the Magistrates' Court where those officers would otherwise not have rights of audience before the court.

- iv) To arrange and authorise the signing of a contract under seal such signing to be witnessed by an officer or member of the Council and registered in a book kept for that purpose by the Monitoring Officer.
  - v) To confirm unopposed public path orders and tree preservation orders.
  - vi) To determine applications for the Register of Community Assets and applications for compensation.
  - vii) To approve Wayleave Agreements.
  - viii) To authorise any person or sign any Notice to enable the use of the Council's powers of entry to land or property including applications to the court to enforce or ensure that the power of entry can be exercised.
  - ix) To determine, prepare and serve applications for Certificates of Lawful Use or Development notices and directions subject to prior approval with the Head of Neighbourhoods and Prosperity or his or her nominated officer.
  - x) To enter into an agreement regulating the development or use of land in consultation with the Head of Neighbourhoods and Prosperity (Section 106 Town and Country Planning Act 1990).
  - xi) To determine appeals in relation to compensation for matters relating to the Register of Community Assets.
  - xii) To determine and issue any Notice, decision, proceedings, appeals not otherwise delegated to officers (other than where prohibited by statute) or in circumstances where that officer is unable to exercise his or her delegated authority.
- g) **Head of Housing**
- i) To perform the Council's functions with regard to the Council's housing stock and housing revenue account property in accordance with all legislation relevant to housing and including homelessness, anti-social behaviour, maintenance and repairs and allocations.
  - ii) To carry into effect approved capital and revenue programmes and approved policies with regard to the Council's housing stock.

- iii) To approve conditions of sale and administer, in conjunction with the Head of Legal Services, the right to buy, voluntary sales schemes and property purchases.
- iv) To award compensation under the Secure Tenants of Local Authorities (Compensation for Improvement) Regulations 1994 unless appropriate to exercise a discretion
- v) To recover rent, rates (from the Council's housing stock), including the appointment of agents for this purpose and pursuit of Court proceedings.
- vi) To approve bids and adaptations to Council properties up to a maximum of £30,000.
- vii) To consider and conduct reviews of Council homeless decisions, introductory tenancies and fixed term tenancies.
- viii) To negotiate and accept quotations from contractors for works to the Council housing stock classified as part of tenders within limits specified in the Financial Regulations.

h) **Head of Planning and Economic Development**

- i) To determine applications for planning permission, the need for prior approval, consent for the display of advertisements and listed building consent and the determination of or response to any other application or matter received in respect of the town and country planning function including Article 4 directions subject in each case to the proviso that any member of the Council may bring the application before the Planning Committee for decision, and subject also to the provisos below:
  - a) Any application under i) above that is contrary to policy made by a member of the Council or by an officer involved in the planning process, namely: Directors, Heads of Service and employees of the planning and building control sections shall be referred to Planning Committee for decision.
  - b) In consultation with ward members and the Chair and Vice Chair of the Planning Committee, the decision not to take enforcement action must only be made in consultation with the Head of Legal Services.
- ii) To determine planning enforcement action as may be necessary after prior consultation with ward members and the Chair of Planning Committee and the Head of Legal Services to include the:
  - (a) investigation leading to breach of condition notices

- (b) investigation leading to enforcement notices and injunctions
  - (c) investigation leading to stop and temporary stop notices
  - (d) investigations leading to untidy land notices or community protection notices
  - (e) investigation leading to planning contravention notices.
- iii) To approve or reject plans deposited under the Building Regulations and to make a declaration that plans approved under the Building Regulations since 1 April 1974 are of no effect where work has not commenced on site within 3 years of deposit of plans.
  - iv) To perform the Council's functions under the Building Act 1984 to include the issue of Notices under Section 36 of the Building Act 1984 (removal or alterations of work done in breach of Building Regulations) in consultation with the Head of Legal Services.
  - v) To exercise all local authority functions under the currently subsisting Building Act and Building Regulations.
  - vi) To issue Notices requiring advance payment of Private Street Works charges under Section 220 of the Highways Act 1980 and Exemption Notices under Section 219 of the Highways Act 1980.
  - vii) To enforce in respect of complaints Part 8 of the Anti-Social Behaviour Act 2003, including high hedges.
  - viii) To determine street naming and numbering.
  - ix) To authorise grant aid to a limit of £7,500 for shop fronts and industrial improvement.
- i) **Head of Human Resources and Public Protection**
    - i) To perform the Council's functions, with regards to public protection and environmental health under all current and new relevant legislation to include anti-social behaviour, occupational health and safety, control of diseases, control of pollution, air quality, contaminated land, public health, drainage, statutory nuisance, private sector housing, Sunday trading, food and water supplies, environmental protection, health protection unlawful encampments and smoking.
    - ii) To approve and authorise the payment of housing grants.



- iii) To implement property charges on dwellings in respect of aids and adaptations.
- iv) To consider, determine and issue all of the Council's applications for approvals, licences, permits and registration for the Directorate, and if applicable vary, refuse, revoke or suspend such approvals, licences, permits and registration in relation to relevant Council functions and under the relevant current and new legislation.
- v) To perform the role of Hearing Officer on an application to review a decision to issue possession proceedings on the absolute ground.
- vi) To manage, develop, implement and monitor Human Resources, to include the policies, procedures and guidance.
- vii) To authorise relevant and suitably qualified officers to appoint Inspectors and those who accompany them for the purpose of the Health and Safety at Work etc Act 1974, the Sunday Trading Act 1994, the Pesticides Act 1988 and the Environment Act 1995.

j) **Head of Property Services**

- i) To carry into effect approved capital and revenue programmes with regard to the Council's housing stock.
- ii) To manage and maintain buildings and lands held for directorate purposes including public car parks, industrial and commercial property.
- iii) To operate civil parking enforcement on and off street including those vested in the Council via an agreement with the County Council as Traffic Authority; save for the consideration of parking appeals referred back to the Council by the Traffic Penalties Tribunal.
- iv) In common with the Head of Legal Services acquisitions, appropriations and disposals of land or property (except council houses) not exceeding the value currently set out in Financial Regulations;
- v) To consider, negotiate and determine all of the Council's acquisitions, appropriations and disposals of any land or property (except Council houses), lettings, negotiations and settlement of leases and rents for Council owned land or property (except Council houses), easements, licences or other rights or interests affecting the land whether granted or to be granted to or by the Council not exceeding the rental or capital consideration currently set out in Financial Regulations and in accordance with the Council's land disposal policy.
- vi) To negotiate and accept quotations from contractors for such related works classified as part of tenders within limits specified in the Financial Regulations.

- vii) To perform the function of requesting the County Council to apply to the Secretary of State for the closure or diversion of a public right of way on the grounds of crime reduction, following consultation with any ward members and the Crime and Disorder Reduction Partnership, for the purposes of the Countryside and Rights of Way Act 2000.

k) **Head of Environment**

- i) To carry into effect approved capital and revenue programmes with regards to the Council's vehicle fleet and improvements to public parks and green spaces.
- ii) To manage and maintain buildings and land held for Directorate purposes including Public Parks, Cemeteries, Woodlands, Play Areas, Recreational Grounds with associated Sports Facilities including Pavilions, Nature Reserves, The Nottingham Canal, public civil engineering assets and Allotments.
- iii) To manage and operate the licence, in accordance with statutory obligations, on behalf of the Council as Waste Collection Authority.
- iv) To manage and authorise the acquisition and disposal of all of the Council's vehicles and plant not exceeding the value currently set in the Financial Regulations.
- v) To deal with all matters in relation to the provision of vehicles, facilities and equipment within the overall capital programme including power to negotiate and execute all leases for items of plant and equipment within the capital programme.
- vi) To establish and review as necessary internal rates in respect of labour, plant and materials.

## Report of the Chief Executive

**DEFIBRILLATORS**1. Purpose of report

To ask the Committee to consider what action to take in relation to provision of defibrillators in the Broxtowe area.

2. Detail

Automatic External Defibrillators (AEDs) in public places for use by non-trained personnel are a relatively recent innovation in this country. They consist of an easy to use, compact, portable piece of equipment which provides a high energy electric shock to restore the heart's normal rhythm. More details of the way they work provided by East Midlands Ambulance service is contained in Appendix 1. They are designed to be used by lay persons; the machines guide the operator through the process by verbal instructions and visual prompts. They are safe and will not allow a shock to be given unless the heart's rhythm requires it. They are designed to be stored for long periods without use and require very little routine maintenance. Several models are available from the manufacturers or through medical equipment. Appendix 2 provides some information on the costs of providing and maintaining these devices.

A number of these devices already exist within Broxtowe and details of these where we have been able to access information is provided at appendix 3. Provision of these devices is not a statutory requirement of this authority.

Opportunities arise from time to time for the appropriation and use of redundant telephone boxes to house these devices. There are financial and logistical risks and risks of setting a precedent associated with this course of action unless the role the Council takes is purely to signify an interest in the telephone box if it is located in an area where AED coverage is poor, and to pass on the opportunity for adoption of the box and the raising of funds to purchase and maintain the necessary equipment to a local voluntary group. Appendix 4 sets out some of the latest places where the council has been consulted on potential removal of telephone boxes.

3. Financial implications

There is no provision in the Council's budget for the acquisition or maintenance of telephone boxes or AEDs, or internal capacity to maintain the devices

**Recommendation**

**The Committee is asked to CONSIDER whether the Council should to play a role (and if so what role) in the acquisition of redundant telephone boxes to house defibrillators or provide any finance for acquisition or maintenance and checking of AED devices and RESOLVE accordingly.**

Background papers

Nil

## APPENDIX 1

### WHAT ARE AEDS?

Sudden cardiac arrest (SCA) is a leading cause of premature death, but with immediate treatment many lives can be saved. SCA occurs because the electrical rhythm that controls the heart is replaced by a chaotic disorganised electrical rhythm called ventricular fibrillation (VF). The quicker VF can be treated by defibrillation the greater the chance of successful resuscitation. Seconds count, and the ambulance service is unlikely to arrive quickly enough to resuscitate most victims.

Many SCA victims can be saved if persons nearby recognise what has happened, summon the ambulance service with the minimum of delay, perform basic cardiopulmonary resuscitation (particularly chest compressions) and use an AED to provide a high energy electric shock to restore the heart's normal rhythm. Each of these stages is a link in a chain of events that provide the best chance of success, but the critical factor is the speed with which the shock is given.

Automatic External Defibrillators (AEDs) are easy to use, compact, portable and very effective. They are designed to be used by lay persons; the machines guide the operator through the process by verbal instructions and visual prompts. They are safe and will not allow a shock to be given unless the heart's rhythm requires it. They are designed to be stored for long periods without use and require very little routine maintenance. Several models are available from the manufacturers or through medical equipment companies.

AEDs have been installed in many busy public places, workplaces, or other areas where the public have access. The intention is to use the machines to restart the heart as soon as possible. This strategy of placing AEDs in locations where they are used by lay persons near the arrest is known as public access defibrillation (PAD). Training to use an AED is an extension of the first aid skills possessed by first aid personnel and appointed persons. AEDs have been used successfully by untrained persons, and lack of training should not be a deterrent to their use.

The important factors to consider when contemplating installing an AED at any location are discussed. The decision should be made in partnership with the local ambulance service who will advise about their purchase, installation and other practical information.

AEDs should be placed or stored where they are most likely to be needed; they must be accessible with the minimum of delay. All persons working at the site need to be aware of their purpose and location, and the steps to be taken should someone collapse. This will include calling the ambulance service and activating the organisation's emergency response plan to get the AED and those best trained to use it.

People who want to install an AED need access to help and guidance, for example on exactly where to place it, how to make sure that it is most likely to save a life, and how to arrange training to support this. The local ambulance service is a ready source of expertise on the provision of resuscitation services and can offer practical

advice about the potential value and effectiveness of an AED in any situation, and about training in CPR and the use of AEDs.

Those responsible for an AED are not expected to carry out any maintenance tasks other than replacing expired batteries, electrode pads, and other consumable items (razor, airway adjuncts, plastic gloves). Even then, the shelf-life of these (unused) is usually 3 - 5 years, so any maintenance tasks are infrequent. In all cases the manufacturer's instructions should be followed.

All currently available AEDs perform regular self-checks and if a problem is detected it will be indicated. In most cases they show this by a warning sign or light visible on the front of the machine. Those with responsibility for an AED should have a process in place for it to be checked regularly and frequently (ideally daily) for such a warning, and for appropriate action to be taken when necessary. If this task is delegated to individuals, allowance must be made to ensure that the checks are not neglected during absence on holidays, sick leave etc. Most manufacturers provide a replacement AED while one is removed for servicing, and the arrangements for this should be clarified and agreed during the process of buying the AED.

The demand for AEDs within communities and businesses is growing. This is fuelled by the stories of successful use, the fall in price and promotion by numerous organisations.

Contact has been made with East Midlands Ambulance Service (EMAS) who have advised that they support the provision of AEDs.

EMAS have produced a Community AED Handbook. [https://www.nwleics.gov.uk/files/documents/information\\_from\\_emas/Information%20from%20EMAS.pdf](https://www.nwleics.gov.uk/files/documents/information_from_emas/Information%20from%20EMAS.pdf)

*This states: "The government initially led the way in 1999 by placing AEDs in locations such as railway stations, airports and other public places. The message to the public is that AEDs can and do save lives. However, communities tend to buy one and believe that this is enough - but it is only the start. Many schools, businesses and clubs are raising money to fund one and local authorities have found it difficult to know what to buy and where to put them.*

*There is also confusion over governance of the AED and who has on-going responsibility for its upkeep and maintenance. The responsibility of an owner does not end with the buying of a machine. People raise enough money and then are indecisive over what to buy and how best to store it. People are looking generally in the smaller villages looking at phone boxes. Once stored, there are some instances where no-one is taking responsibility for its up-keep."*

When EMAS receive an emergency call and it is considered by the call handler that an AED could be used, the caller will be advised of any AEDs which are within 500m and are accessible 24 hours a day. EMAS go on to say in their handbook:

*"The provision of the units is only the start of things. Ongoing maintenance is essential. Unfortunately, you can't just buy an AED and place it into the community to use. You have a responsibility to maintain and make sure that the AED is ready*

*for use – for example, if outside in a cabinet it needs to be at the right temperature. This means that you need to set up a simple process for checking the AED on a regular basis.*

*You also need to consider the replacement of perishable items, the financial commitment and the process for making sure that the AED is available and ready for use. Users of an AED are not expected to carry out any maintenance tasks other than replacing expired batteries, electrode pads, and other consumable items (e.g. razor, drying towel, scissors etc.). Even then, the shelf-life of these (unused) is usually three to five years, so any maintenance tasks are infrequent. In all cases the manufacturer's instructions should be followed.*

*All currently available AEDs perform regular self-checks and if a problem is detected it will be indicated. In most cases they show this by a warning sign or light visible on the front of the machine. Those owning an AED should have a process in place for it to be checked regularly and frequently for such a warning, and for appropriate action to be taken when necessary. We would recommend that a check is made weekly and that this is recorded on a simple spread sheet or table for completeness. Each check should review:*

- 1. The batteries are at a suitable level*
- 2. The pads are in date*
- 3. The AED is structurally sound.*
- 4. The cabinet has not been tampered with and is structurally sound.*

*If the checking task is delegated to individuals, allowance must be made to ensure that the checks are not neglected during absence on holidays, sick leave etc. Most manufacturers provide a replacement AED while one is removed for servicing, and the arrangements for this should be clarified and agreed during the process of buying the AED.”*

East Midlands Ambulance Service have also recently advised that they have been working with the British Heart Foundation to develop The Circuit – the national defibrillator network, to give cardiac arrest victims the best chance of survival by linking a national network of defibrillators to every Ambulance Service in the UK. Details of this can be seen at <https://www.thecircuit.uk/> It goes live on 27<sup>th</sup> February 2020.

### Research findings

Research published in 2017 (The Effects of Public Access Defibrillation on Survival After Out-of-Hospital Cardiac Arrest: A Systematic Review of Observational Studies – J S Baekgaard et al. Circulation, July 2017) states:

*Despite recent advances, the average survival after out-of-hospital cardiac arrest (OHCA) remains below 10%. Early defibrillation by an automated external defibrillator (AED) is the most important intervention for OHCA patients, showing survival proportions above 50%. Accordingly, placement of AEDs in the community as part of a public access defibrillation program (PAD) is recommended by international guidelines. \**

Jerry P Nolan, Honorary Professor of Resuscitation Medicine, University of Bristol; Consultant in Anaesthesia and Intensive Care Medicine, Royal United Hospital, Bath, commenting on the research states:

*Each minute of delay to defibrillation is estimated to reduce by 10% the probability of long-term survival after ventricular fibrillation cardiac arrest. Non-dispatched lay first responders who use on-site automated external defibrillators (AEDs) can deliver a shock several minutes faster than first responders who are dispatched from elsewhere. The findings of this review support an increase in the number of AEDs placed in cardiac arrest 'hot spots'. Placement of AEDs in well-known businesses such as coffee shops and banks may optimise accessibility. Unfortunately, the impact of public access defibrillator programmes is limited by the fact that only 15% of out-of-hospital cardiac arrests occur in public places.*

Professor Tom Quinn, associate Professor for Research and Innovation; Director, Centre for Health and Social Care Research, Kingston University and St George's University of London comments:

*Out-of-hospital cardiac arrest results in around 30,000 resuscitation attempts in England each year. Survival rates are low – only 7 to 8% of patients survive to hospital discharge. The potential of simple interventions delivered in the first minutes following collapse – bystander cardiopulmonary resuscitation and defibrillation – to improve survival is promising, but while 'public access defibrillators' (PADs) are increasingly available, they are used in only a minority of cases. This systematic review confirms the value of PADs available for rapid use by bystanders (median survival 53%) and should prompt renewed emphasis by ambulance services, health systems and local communities to raise awareness and encourage usage to help save lives.*

\*There are a number of documents purporting to be "International Guidelines" including:

International Guidelines for the Proper Deployment of Automated External Defibrillators (AEDs) in Workplaces and Public Spaces

Authored by Dr Don Dingsdag and Dr Graeme Peel. October 2019.

<https://irp-cdn.multiscreensite.com/ce7cbe9a/files/uploaded/The%20Defibrillator%20Guidelines%20-%20October%202019.pdf>

This is a document produced in Australia and there is no indication in it as to the basis for the term "International Guidelines"

## APPENDIX 2

THE COST OF AEDS

The Lifepak CR2 is a type of AED specified by EMAS in their document, but others are available. This is a basic model but more sophisticated units are available, for example those which are Wi Fi enabled which can submit information wirelessly on usage, etc. Based on the Lifepak CR2, an estimate of costs is as follows (all pre-VAT)

- |   |       |
|---|-------|
| • Purchase  | £1450 |
| • Wall cabinet  | £207  |
| • Replacement pads (every 4 years assuming no use)    | £77   |
| • Replacement battery (every 4 years assuming no use) | £173  |

The above does not include costs for fitting, electricity, heating, etc  
Training of local groups is also recommended but this has been provided by EMAS free of charge in the past.

The Community Heartbeat Trust will undertake maintenance of AEDs and quote a figure on their website of “from £126 per annum” for a basic maintenance contract.



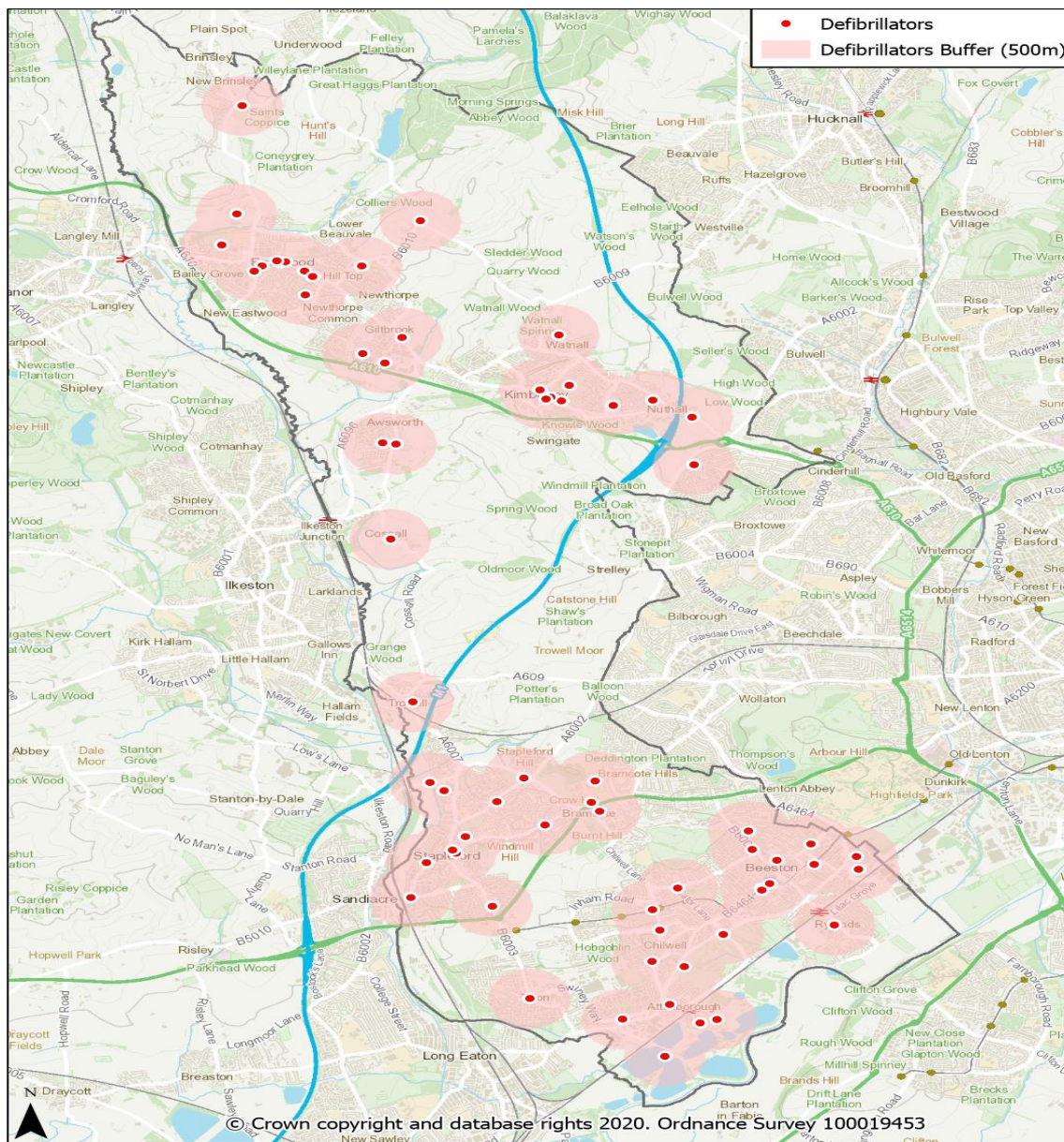
**APPENDIX 3**

THE LOCATION OF EXISTING AEDS

EMAS has details of 61 such units and they are shown plotted on a map, along with the 500m buffer zones.

As can be seen, good coverage of the borough exists with the current units. However, there are some places where coverage is more patchy. These areas include between Watnall and Giltbrook; east of Nuthall; east of Bramcote Hills; west of Chilwell; north and west of Toton.

As well as the EMAS registered AEDs which are shown on Broxtowe Maps, there are a number of AEDs in workplaces, doctor's surgeries, leisure centres, etc. These are not on the EMAS list on the basis they are not available 24 hours a day.



**APPENDIX 4**

The seven phone boxes which were the subject of the consultation were in the following locations:

1. Carwood Road, Beeston
2. Front of Festival Inn, 2 Ilkeston Road, Trowell
3. Church Street, Eastwood
4. Awsworth Lane, Cossall
5. Corner of Lawrence Avenue/Tennyson Square, Awsworth

6. Corner of Pinfold Lane/Nottingham Road, Stapleford

7. Junction of Raglan Street/Nottingham Road, Eastwood

The Planning Council objected to the removal of all but the kiosk at Cossall. The link to the committee decision is <https://www.broxtowe.gov.uk/for-you/planning/payphone-removal/>

Numbers 1,5 and 7 above are the ones where “adoption by Councillor / use as defibrillator” was given as a reason for the objection.

On 15<sup>th</sup> April, BT advised that 1,2 and 3 had been removed. Orders had been placed for removal of the other four but contractors were only undertaking emergency work at that time.

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## Report of the Strategic Director

**DIGITAL STRATEGY 2020-2024**1. Purpose of the report

To present the latest Digital Strategy for the Committee to consider.

2. Background

The previous Digital Strategy was due for renewal, it focussed on providing digital services for staff, members and the public and concentrated on six specific areas. The approach worked well as can be seen from the details contained within the Digital Strategy 2020-24 (see appendix). The quality and delivery of the digital arrangements helped the Council respond to the Covid-19 emergency. Examples of the former include:

- The Council's web site was externally recognised and ranked in the top ten nationally during 2019/20
- 20808 subscribers to the EMAIL ME service
- 90% of those responding to a survey rated the EMAIL ME service as good or excellent
- 86% stated that the EMAIL ME service made them feel more informed about the Council
- 84% increase in digital transactions during the life of the previous strategy
- 60.16% access the Council's web site via mobile devices

The new Strategy focusses in similar areas (as can be seen in the bullet list below) but also reflects on the need to be cognisant of the new technologies that are emerging including artificial intelligence, 5G and the greater emphasis on the ethical use of data:

- website presentation: the customer experience
- website presentation: accessibility
- digital engagement: digital media
- digital engagement: channel shift/service redesign
- enable a digital culture
- service insights: exploiting data/open data/big data.

3. Financial Implications

The Council has a strong record of investing in digital solutions and has for a number of years invested £40,000 per annum into an E-Facilities budget. This is built into the current capital programme through to 2022/23. In addition, as any further financial implications of the strategy emerge these will be presented as business cases, scrutinised by the appropriate committees and if appropriate built into the relevant capital and revenue budgets.

**Recommendation**

**The Committee is asked to RESOLVE that the Digital Strategy 2020-2024 be approved.**

Background papers

Nil

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Broxtowe  
Borough  
COUNCIL

# DIGITAL

# STRATEGY

2020 - 2024



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# INTRODUCTION

In 2019, 93% of UK households had access to the internet and access from mobile devices continues to grow. Nowadays, more and more services are available online with digital tools rapidly developing in the public sector.

We know that our Digital Strategy 2020 – 2024 will be an energising strategy, to ensure we take advantage of technological improvements and on-going customer and organisational needs to make digital our customer’s access channel of choice. Where appropriate, we need to adopt a multimedia approach to service delivery. This is vital when engaging with customers and is an important part of any service design moving forward.

Information used to inform the strategy included: The UK Government’s

Digital Strategy 2019 published by the Department of Digital, Culture, Media and Sport; Society for Innovation, Technology and Modernisation (SOCITM) 2019 principles of Simplify, Standardise, and Share, the Strategic Themes programme being led by the Local Chief Information Officer Council (LCIOC) including Ethical use of emerging technology and data, Service Design and Transformation and Modernising ICT Service Delivery; Office of National Statistics Labour Force Survey 2019/20; Deloitte’s “Making digital default: Understanding citizen attitudes” April 2014; Ipsos Mori for Better Connected November 2013, Oxford Internet Institute (OII) October 2013, Broxtowe Borough Council digital service data 2019/20, and Employee Forum consultation held April 2020.




2019:

93%

OF HOUSEHOLDS IN  
THE UK HAVE ACCESS  
TO THE INTERNET

(Source: [www.statista.com/statistics/275999/household-internet-penetration-in-great-britain](http://www.statista.com/statistics/275999/household-internet-penetration-in-great-britain))

# DIGITAL STRATEGY VISION



**82.2%**  
OF UK POPULATION  
USE A SMART PHONE.  
THIS IS THE HIGHEST  
PENETRATION IN THE  
WORLD AS AT 2018

Source: [https://en.wikipedia.org/wiki/List\\_of\\_countries\\_by\\_smartphone\\_penetration](https://en.wikipedia.org/wiki/List_of_countries_by_smartphone_penetration)

**"DIGITAL SERVICES AIM TO BE ALWAYS AVAILABLE, 24/7, 365"**

The Corporate Plan's vision confirms that the Council will be "A greener, safer, healthier Borough where everyone prospers".

The Digital Strategy vision for the Council is that "The Council will be recognised as a digitally leading organisation and where digital solutions are provided, they will operate to the following principles:

- secure
- easy to use
- aim to save the customer and the organisation time
- aim to save the customer and the organisation money
- informative
- accessible

The Council intends to achieve both the Corporate and Digital visions following the above principles, which have been confirmed by recent research. This will help our customers engage in our digital service provision with confidence.

(Source: Deloitte "Making digital default: Understanding citizen attitudes April 2014")

# KEY ACHIEVEMENTS

## THE FOLLOWING IS A SUMMARY OF MAIN ACHIEVEMENTS TO DATE.

### Externally Recognised Website

The Council's website has been recognised through Sitemorse analysis as being in the top ten websites nationally.

### Services Online

Many services are now available online from simple payments and checking when my bin is to be collected to booking leisure activities, checking planning applications and applying for a job. All have contributed to an increase in the number of online transactions which in 2019/20 exceeded 466,030. This is an overall increase of 84% in just 5 years.

### Love Broxtowe App

Mobile smart phone users are able to use a web based app which allows individuals to report an incident such as fly tipping by submitting an image and a location. The

customer is sent a confirmation that the report has been received and notification when the service action has been taken.

### Channel Shift / Managing Demand

Online services have helped the Council manage its demand, as positive marketing has improved digital take up. 2019/20 has seen a reduction in the first half of the financial year for both face to face and telephony transactions into the Council's Customer Contact Centre ensuring that more time is available for those most vulnerable in our community.

### Social Media

The Council's social media channels have grown significantly since they were established in 2011. The Council's Facebook page now has over 4,500 likes and its Twitter account has over 7,500

# 84%

**INCREASE IN DIGITAL SERVICE TRANSACTIONS  
BETWEEN 2014/15 AND 2019/20**

Source: Broxtowe Borough Council

followers. These figures grow monthly and the Council's social media offering has expanded to YouTube and LinkedIn, as well as an Email update service, called Email Me which had 20,808 subscribers at the end of 2019/20.

### Mobile

Since 2017, the Council's website has been fully responsive to improve user experience for the 60.16% of monthly users on average who view the website from a mobile device. Work has also been undertaken to make the employee Intranet responsive, along with content on other platforms such as social media and the Email Me service.

# 90%

**RATED IT GOOD OR  
EXCELLENT. 86% SAID IT MADE THEM FEEL  
MORE INFORMED ABOUT THE COUNCIL AND  
ITS SERVICES**

Source: Broxtowe Borough Council



# STRATEGY

The Council's Digital Strategy will look to enhance the customer experience, generate service insights by exploiting data, leverage the benefits of digital media, such as online video content and create a digital culture within the organisation.

Our focus will cover the following six strategic themes:

- 1 WEBSITE PRESENTATION: THE CUSTOMER EXPERIENCE**
- 2 WEBSITE PRESENTATION: ACCESSIBILITY**
- 3 DIGITAL ENGAGEMENT: DIGITAL MEDIA**
- 4 DIGITAL ENGAGEMENT: CHANNEL SHIFT / SERVICE REDESIGN**
- 5 ENABLE A DIGITAL CULTURE**
- 6 SERVICE INSIGHTS: EXPLOITING DATA / OPEN DATA / BIG DATA**

# 1 WEBSITE PRESENTATION THE CUSTOMER EXPERIENCE

**AIM:** to create a secure, easy to use website that our customers view as their access channel of choice.

The Digital Strategy will deliver this strategic aim by:

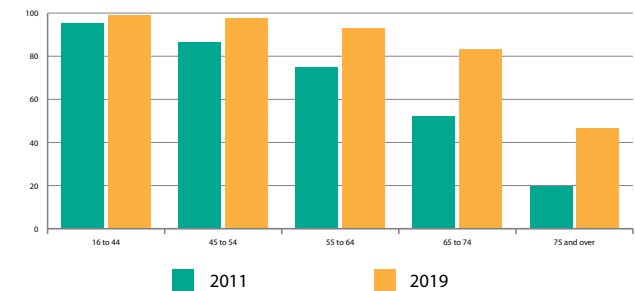
- Monitoring the top task service panel to ensure that it remains the best vehicle for customers in terms of website delivery for Local Government services.
- Refresh the top task service panel regularly to promote easy access to the most popular digital services.
- Maintaining navigation arrangements to deliver a maximum of three clicks to reach a given destination.
- Proactively marketing digital services to drive digital take up.

- Ensure content is relevant by documenting ownership of web pages and introducing a service manager led review process.

Our progress will be monitored by:

- Remaining in the top 20 websites as reviewed by external assessment (currently Sitemorse).
- Using analytical tools to monitor successful / failed user journeys.
- Service manager's content reviews completed.
- Customer experience and satisfaction survey.

Since 2011, the 65 to 74 years age group has seen the largest increase in recent internet use



Source: Office for National Statistics - Labour Force Survey

# 2 WEBSITE PRESENTATION ACCESSIBILITY

**AIM:** to create a secure, easy to use accessible website that our customers view as their access channel of choice.

The Digital Strategy will deliver this strategic theme by:

- Maintaining cross-platform delivery so that the Council's website offers an enhanced experience.
- Maintaining a responsive website in order to give the best user experience, on any device.
- Utilising alternative, more accessible types of content on the website.
- Raising awareness of accessibility legislation amongst employees and Elected Members.

- Ensuring accessibility standards are maintained and are a part of any new additions at point of creation / purchase.

Our progress will be monitored by:

- Increased percentage of digital activity emanating from mobile devices.
- Increased awareness and skills around accessibility.

**"ON AVERAGE, BETWEEN APRIL 2019 AND MARCH 2020, 60.16% OF ALL VISITS TO THE COUNCIL'S WEBSITE WERE FROM A MOBILE DEVICE."**

Source: Broxtowe Borough Council

**IN 2019 THE NUMBER OF DISABLED ADULTS WHO WERE RECENT INTERNET USERS REACHED OVER 10 MILLION FOR THE FIRST TIME, 78% OF DISABLED ADULTS**

(Source: Office for National Statistics - Labour Force Survey 2019)





**95%**  
**OF ADULTS AGED  
16 TO 74 YEARS  
IN THE UK IN 2018  
WERE RECENT  
INTERNET USERS,  
THE THIRD HIGHEST  
IN THE EU**

Source: Office of National Statistics – Labour  
Force Survey 2019

# 3 DIGITAL ENGAGEMENT DIGITAL MEDIA

**AIM:** to enhance engagement with customers.

The Digital Strategy will deliver this strategic aim by:

- Improving links used on social media platforms to enhance navigation.
- Using paid for advertising to target audiences in order to enhance digital service take up.
- Utilise more images and videos to enhance engagement and increase digital take up.
- Responding to emergencies by providing easily accessible, regular content updates.

- Increasing the number of subscribers to the Email Me Service as the preferred method of receiving updates for customers.

Our progress will be monitored by:

- Increased reach.
- Increased subscribers.
- Increased engagement and click through rates.
- Increased digital services take up.

**"THE COUNCIL'S FACEBOOK PAGE REACHES AN AVERAGE 58,996 PEOPLE EACH MONTH AND ITS TWITTER ACCOUNT AN AVERAGE OF 103,000 EACH MONTH. AT THE END OF 2019/20, THE EMAIL ME SERVICE HAD 20,808 SUBSCRIBERS."**

(Source: Broxtowe Borough Council)

# 4 DIGITAL ENGAGEMENT CHANNEL SHIFT / SERVICE REDESIGN

**AIM:** to increase the number of secure digital services available, designed to save both our customers and the organisation time and money.

The Digital Strategy will deliver this strategic theme by:

- Analysing channel data over time to inform development decisions based, for example, on volume and impact.
- Align activity with the Council's New Ways of Working Programme to enhance agile working capabilities and capture opportunities for service redesign.
- Working with service departments to leverage functionality from existing technology and redesigning services to take advantage of new digital technologies.
- Creating business cases that demonstrate opportunities to generate savings and service efficiencies from digital services take up, as well as the use of new digital technologies such as 5G and artificial intelligence (AI). We will remain cognisant of the ethical challenges of using AI.
- Proactively delivering a refreshed channel shift communication and marketing plan.

**Our progress will be monitored by:**

- Annual analysis of channel activity.
- Increasing digital services take up and reducing telephony and face to face transactions.







"MORE THAN  
**500,000**  
ONLINE TRANSACTIONS ARE  
FORECAST FOR 2020/21, UP OVER  
**200,000**  
SINCE 2014/15"

Source: Office of National Statistics – Labour Force Survey 2019

# 5 ENABLE A DIGITAL CULTURE

**AIM:** to enhance digital awareness and digital skills amongst employees and Elected Members in order to drive digital service redesign adopting digital techniques for working practices.

**The Digital Strategy will deliver this strategic theme by:**

- Produce material that promotes ‘Thinking Digitally’.
- Embed “Thinking Digitally” within programmes such as New Ways of Working to raise digital awareness, digital skills, and issues of cyber security including fraud.
- Providing management data to inform decision making.
- Promoting the Digital Strategy vision in order to encourage the take up of digital channels and as a result help to reduce the overall carbon foot print of the Borough

- Drive digital take up for both customers, employees and Elected Members.
- Encourage and support employees to adopt a multi-channel approach to service delivery.
- Introduce improvement plans to enhance digital content.

**Our progress will be monitored by:**

- Employees and Elected Members demonstrating greater digital awareness and digital skills, enabling the adoption of new technologies.
- Improved quality of website content.
- Increased digital services take up by customers, employees and Elected Members.





# 6 SERVICE INSIGHTS

## EXPLOITING DATA / OPEN DATA / BIG DATA

**AIM:** to extract service insights from data in order to inform decision making to publish 'open data' sets.

The Digital Strategy will deliver this strategic aim by:

- Analyse data to inform our approach to customer service provision.
- Look for opportunities to encourage behavioural change to increase digital activity and manage demand
- Identify and publish 'open data' sets to enhance current 'open data' provision.
- Achieve a minimum of three stars when publishing 'open data', where this is possible.
- Identify opportunities to work with partners to 'mash' data sets in order to obtain service insights (i.e. 'big data').
- Ensure that any activity is complimentary to other requirements, including for example the Local Government Transparency Code and Publication Scheme and The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.

- Ensure future software procurements allow for relevant data extraction to support 'open data' principles.

**Our progress will be monitored by:**

- Increased number of 'open data' sets published.
- Increased number of opportunities to engage with partners in relation to the use of 'big data'.

# FOR MORE INFORMATION

For more information on the 'Digital Strategy' please contact the Strategic Director on 07977 269 518 or email [kevin.powell@broxtowe.gov.uk](mailto:kevin.powell@broxtowe.gov.uk)

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**Broxtowe  
Borough  
COUNCIL**

## Report of the Chief Executive

**RESPONSE TO COVID-19 AND RECOVERY STRATEGY**1. Purpose of report

To ask the committee to approve the strategic approach to leading Broxtowe's recovery from the Covid-19 pandemic and to inform the Committee of decisions made under emergency powers during the emergency.

2. Background

In order to maintain transparency through the decision making process and ensure accountability, reports have been submitted to the Governance, Audit and Standards Committee, the Jobs and Economy Committee, the Personnel Committee, the Leisure and Health Committee, and will be presented to the Finance and resources Committee, detailing the Council's approach during the Covid-19 pandemic in addition to the approach towards post-pandemic operations.

Only two meetings were cancelled due to the initial stages of Covid-19. The Council is now running its full committee cycle under and adhering to the new powers in the Coronavirus Act 2020.

It should be noted that the timing of the pandemic was such that there was a hiatus between committee meetings prior to the Annual Council in May 2020. In order to maintain the Council's decision-making processes during that time, the Chief Executive's urgency powers, in consultation with the Leader of the Council, have been utilised in accordance with the Constitution. These decisions were logged in addition to all service decisions taken within delegated powers made by Heads of Service which related to Covid-19. Decisions which had expenditure implications are outlined in appendix 1 of the report.

Appendix 2 of the report sets out the council's proposed approach to leading Broxtowe's recovery from the pandemic and the role of the Policy and Performance Committee in co-ordinating the efforts of service committees.

**Recommendation**

**The Committee is asked to NOTE the exercise of decisions under emergency powers set out in appendix 1 and RESOLVE that the approach to recovery set out in appendix 2 be approved.**

Background papers

Nil

## APPENDIX 1

Decision	Cost implications
1. Grants to Voluntary sector organisations to support covid 19 response. A list is provided below of grants which have been made. Further sums have been generated through a crowdfunding appeal and are yet to be distributed .	£62,000
2. As a landlord the Council was approached by a number of business tenants requesting deferral/remission of rent payments. Decisions on these are set out in a separate confidential appendix.	See separate confidential appendix
3. Funding was given to Broxtowe Volunteer centre to support it during handover discussions to another voluntary sector organisation, enabling the continuity of voluntary sector support during a critical period .	£7,000
4. Cease car parking charging and enforcement in line with government guidelines	Loss of income:£5,463 per month
5. Top up Leisure staff pay by 20% to 100% following furloughing	Monthly
6. Additional body storage capacity for crematorium as contingency, fencing, emergency generator , racking	£5,428
7. Additional software modules and e-billing to enable fast rollout of government funded grants	£38,605
8. Council tax levy not imposed ( empty property)	£3,696
9. Housing benefit overpayments not recovered in accordance with government guidelines	£31,500
10. Additional software licenses to enable full simultaneous home working	£15,000
11. Additional homelessness accommodation following government guidance regarding rough sleeping	19/20: £7098 20/21: £64,370
12. Furnishing temporary accommodation for homeless people	£2,030
13. Emergency food supply and other necessities for vulnerable tenants	£2,831
14. Outsourced taxi inspections	£225
15. Capital works: additional scaffolding costs due to delay of capital works to two schemes caused by Covid-19	£7,447
16. Extra internal vehicle washing for infection prevention	£500
17. Agency cover for sickness for refuse and additional demand for garden waste collection	19/20 £10,000 20/21: £4,500 per month
18. Purchase of additional PPE and sanitiser	19/20: £850 20/21: £500
19. Purchase of 500 additional garden bins to cater for demand	£10,000
20. Stop trade waste temporarily: lost income	-£7,281

21. Stop bulky waste collections temporarily: lost income	-£4,500
22. Prepare additional plots in Beeston cemetery to cater for extra demand	£9,470
23. Additional costs relating to lone worker safety devices	£280 per month
24. Printing and sending letters to all over 76s	£6,131
25. Loss of income from summer sports activities, summer fairs, ice cream and coffee concessions	£42,940
26. Making and erecting social distancing notices in public spaces	£616
27. Hire of refuse vehicles following breakdown	£31,700
28. Loss of income from letting of a community centre	£3,250

**Grants**

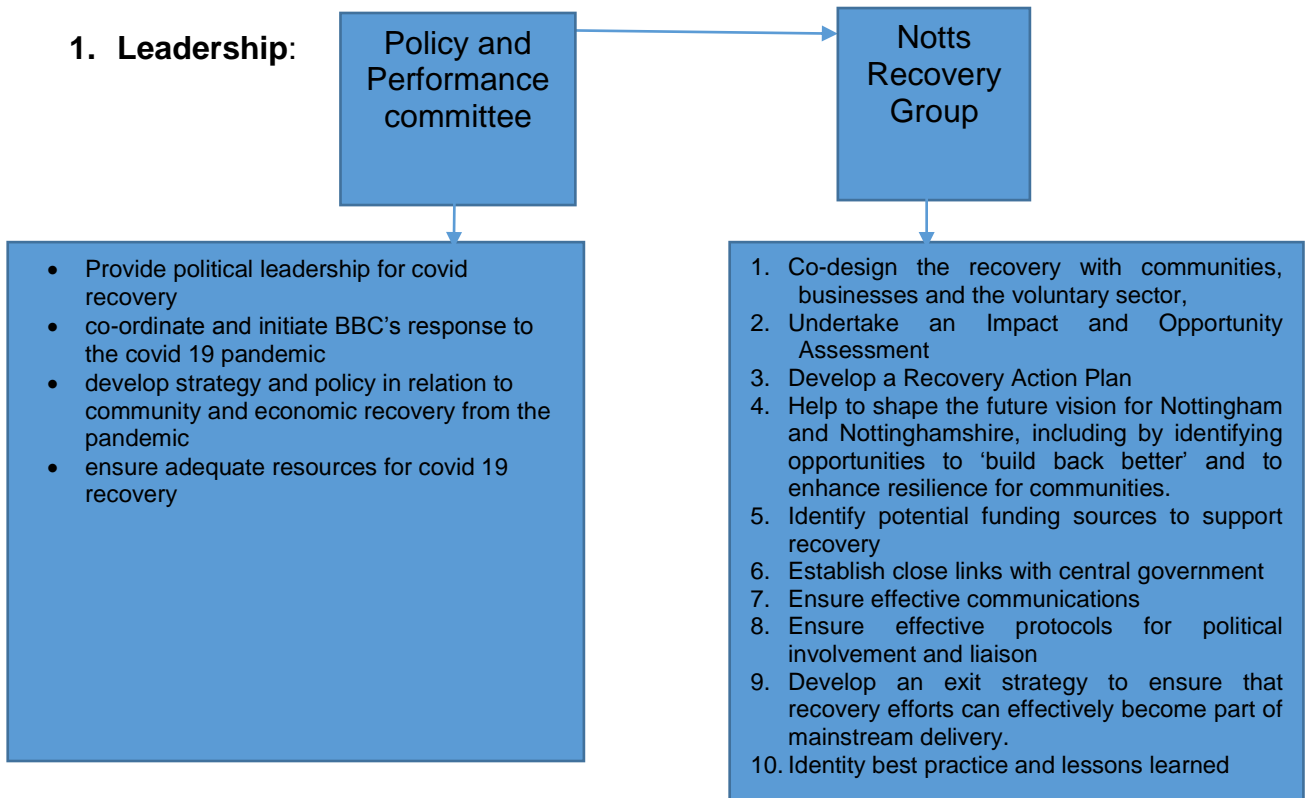
Group Name	Grant (£)
Eastwood Volunteer Bureau	10000.00
Eastwood Age Concern	10000.00
Middle Street Resource Centre	10000.00
Hope Centre	10000.00
Beeston Rylands Community Association	2000.00
Stapleford Community Group	2000.00
Eastwood Memory Café	2000.00
Brinsley Parish Council	2000.00
Nuthall Parish Council	2000.00
Pulp Friction	2000.00
East Midlands Free Wheelers	2000.00
Kimberley and District Mutual Aid Group	2000.00
*Stapleford and Surrounding Area Mutual Aid Group	2000.00
Beeston and Chilwell Mutual Aid Group	2000.00
Nuthall Parish Council	2000.00
Beeston Rylands Community Association	2000.00
The Helpful Bureau (Stapleford)	2000.00
Total	66000.00



APPENDIX 2

**BROXTOWE'S RECOVERY STRATEGY**

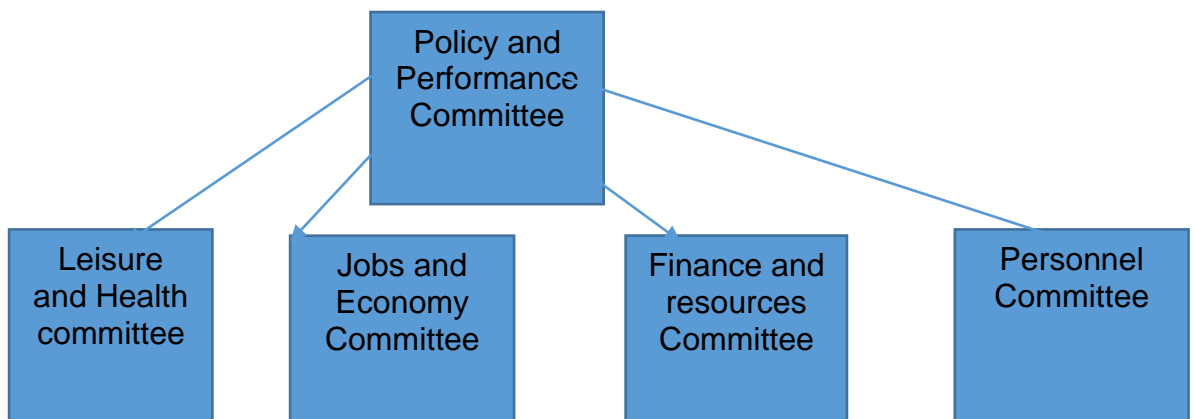
**1. Leadership:**



**2. Vision**

The residents and businesses of Broxtowe will not only recover from COVID-19, but emerge with a fairer, more just and enriched community life, better mental and physical health outcomes for all; a sustainable fast growing local economy and a cleaner environment for all to enjoy.

**3. Damage and Needs assessment**



- Economic needs assessment (Led by Jobs and Economy Committee- see report to that committee 18.6.20)



- Community needs assessment (led by leisure and Health Committee— see report to that committee 10.6.20)
- Internal/BBC services recovery (led by personnel Committee – see report to that Committee 30.6.20)
- Financial recovery (led by Finance and Resources committee) – see report to that committee 9.7.20)

*Issues to feed in:*

- lesson-learning from the 2020 crisis and how this impacts future emergency planning – particularly with regard to pandemic preparedness and crisis management. (Policy and Performance committee)
- How far BBC and partners might mainstream some of the experiences of very rapid response, adaption, redeployment, and labour flexibility. (Personnel Committee)
- Reflect on implications of more home working and home learning and consequences for economy and place making Need for stable and resilient high bandwidth internet connectivity to sustain. (Jobs and Economy Committee)
- Social impacts: leisure and recreation and the significant impact on these sectors; the highly variable impact of the pandemic on vulnerable groups and communities. (Leisure and health Committee)
- Positive impacts experienced including from increased volunteering, reduction in carbon emissions. (Environment Committee)
- Ongoing financial impacts of the pandemic on the Council's finances (Finance and Resources Committee)

#### **4. Initial phase 1 recovery**

##### **(a) Public services resumption**

###### **Our own services**

- How we establish a “new normal “way of operating as a local authority (might include renting out more space within the Council offices)
- How we can adapt our offices and service points to manage health risks
- Catch up on backlogs in service provision: eg repairs
- Manage risk, reduce harm and increase resilience

###### **Town centres and public places**

- Deep cleaning; public places
- Managing use to reduce risk of harm
- Promoting our town centres and businesses

###### **Communities**

- Providing information

- Restoring confidence- PR internal and external
- Celebrating heroes, successes

**(b). Supporting private and third sector basic services**

- Review/renew and continue grants
- Identify who the key organisations are we need to work with
- Consider flexing our workforce to further support third sector
- Identify resources we can bid for to support private sector and third sector
- Research the needs and impacts of covid on third sector and business community

**(c) Build higher levels of resilience for reopened infrastructure, workplaces and services**

- Continue to promote and value the flexibility of workforce agility and homeworking
- Increase resilience of areas like refuse, crematorium, contact centre
- Learn from what we have already done and from good practice elsewhere

**(d). Continuing support for those who need it**

- Undertake research to identify where our efforts need to be targeted
- Mobilize and enable the community to support one another
- Identify issues relating to inequality of provision, ensure all sections of the community receive the support they need and that all voices are heard.

**(e) . Manage our finances**

- refreshed business strategy
- Consider needs of those in economic hardship: the hardship fund and rent payments, both individuals and businesses

**(f). Continue with existing planned Strategic investments to restart the economy**

- Stapleford business hub
- Mushroom farm
- Stapleford Towns fund
- Beeston Regeneration phase 2
- Housebuilding programme
- Decisions about future Leisure provision
- Green investment

## 5. Medium to Longer Term Recovery Strategy

### A: ECONOMY

Develop a **new Economic Development and Regeneration strategy** which

- Ensures a properly balanced and resilient economy, in the light of impacts of covid 19
- Puts as high a value on the role and contribution of key workers as knowledge workers.
- Review investment strategies in the light of impacts of covid 19 on existing businesses.
- Promote new technology and full fibre broadband
- Refresh and repurpose place-based anchor institution collaboration post-crisis (eg Trent and Nottingham Universities)
- Start planning for Eastwood and Kimberley regeneration
- Actively engage in E Mids Development company: HS2/Toton Strategic growth as important for the long term prosperity of the area.

### B: ENVIRONMENT

Ensure our **Green Futures programme** fully embraces the opportunities of a dramatic reduction in carbon emissions during the lockdown period.

- a new impetus to green agendas
- Rediscovering local green spaces and essential services within a 10 min walking radius of where you live.
- Embedding behavioural change to save the planet: less commuting, more homeworking
- How can we capitalise on changes to previous modes of travel by promoting pedestrianisation, increased cycle infrastructure, promoting public transport.

### C: SOCIAL

Develop **new strategies for the voluntary sector, Food poverty and fuel poverty**

- Map community support. Identify gaps and weaknesses- a risk is that the pandemic will have widened existing inequalities. We need to intentionally strengthen social capital where it is currently weaker.
- Explore the support of ground roots volunteering and encourage street level resident “champions” to increase resilience for future emergencies and capitalise on citizen engagement
- Develop a new voluntary sector strategy to support the community
- Strengthen food banks and consider other key means of social support.
- Support people to keep themselves warm through the Winter months
- Develop initiatives to support mental health- internal and external

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## Report of the Deputy Chief Executive

**BEESTON TOWN CENTRE REDEVELOPMENT**

1. Purpose of report  
To update members on progress on The Square Phase 2 in Beeston.
2. Background  
The Council agreed to directly develop a cinema and food and beverage complex at the northern end of the site, with 132 flats to the south (to be sold to a third party to build out), linked by public realm. The Deputy Chief Executive has delegated authority for financial aspects of the project within the budget approved by Policy and Performance Committee on 3 July 2019 and endorsed by the Full Council of 17 July 2019.
3. Key Updates (some further details are given in the exempt appendix)
  - Reserved Matters planning consent was granted for the residential part on 20 May.
  - The purchaser did not complete on 4 May but has confirmed on-going commitment to the project. The Project Board will be considering a request to defer completion for six months to allow time for the market to settle as Covid-19 lockdown restrictions ease.
  - Despite an initial suspension of construction activity, Bowmer & Kirkland has re-started work on site in accordance with safe working recommendations of Public Health England and the Construction Leadership Council.
  - The programme is being affected by reduced productivity to achieve safe working, but there is a high degree of confidence that the building works will be complete and the public square opened by Christmas.
  - The Arc Cinema is about to tender for its fit-out works and remains committed to the project. Their works may be similarly affected depending on how long social distancing remains, so the current estimate for opening is late May next year.
  - As it is unlikely that cafe, bar and restaurant operators will be acquisitive for some time, the initial lettings focus will now be on meanwhile/'pop-up' uses to provide activity and footfall – helping to get the cinema off to the best start and also supporting existing businesses in Beeston town centre as they recover from lockdown.
4. Financial implications
  - Assuming that the residential sale completes at the agreed value this calendar year, the capital cost of the project remains within the approved budget.
  - Whilst it is still anticipated that the project will ultimately be self-financing, there is a risk of an initial revenue deficit in the first two years after opening due to expected delays in securing long-term lettings and lower initial rents as business emerge from the current extraordinary circumstances. Further details are contained in the exempt appendix.

**Recommendations****The Committee is asked to:**

1. **NOTE** the report and any further verbal updates provided.
2. **RESOLVE** to continue to delegate to the Deputy Chief Executive all key approvals, in consultation with the cross-party Project Board, and subject to the overall project cost remaining within the financial limits already set or subsequently changed by the Finance & Resources Committee and/or Full Council as appropriate.

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**Report of the Strategic Director**

<b>WORK PROGRAMME</b>
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1. 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.

<b>Date:</b>	<b>Task:</b>
1 Oct 2020	<ul style="list-style-type: none"> <li>• Beeston Square Progress Report</li> <li>• Shared services annual report</li> <li>• Customer services strategy</li> <li>• Communications Strategy review</li> <li>• Health and Safety annual report</li> <li>• Stapleford Town Bid</li> <li>• Peer review report</li> <li>• Review of Corporate Plan Progress and Financial Performance</li> </ul>
2 Dec 2020	<ul style="list-style-type: none"> <li>• Review of Corporate Plan Progress and Financial Performance</li> <li>• Beeston Square Progress Report</li> <li>• Business Plans/financial estimates 2021/22-23/24</li> <li>• ICT Strategy review</li> </ul>
24 March 2021	<ul style="list-style-type: none"> <li>• Beeston Square Progress Report</li> <li>• Equality annual report</li> <li>• Review of Corporate Plan Progress and Financial Performance</li> </ul>

<b><u>Recommendation</u></b>
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<b>The Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.</b>
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Background papers

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