



Civic Centre,  
Arnot Hill Park,  
Arnold,  
Nottinghamshire,  
NG5 6LU

# Agenda

## Cabinet

Date: **Thursday 23 April 2015**

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Time: **12.30 pm**

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Place: **Reception Room**

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For any further information please contact:

**Lyndsey Parnell**

Senior Elections and Members' Services Officer

0115 901 3910

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# Cabinet

## Membership

<b>Chair</b>	Councillor John Clarke
<b>Vice-Chair</b>	Councillor Michael Payne
	Councillor Peter Barnes Councillor Kathryn Fox Councillor Darrell Pulk Councillor Henry Wheeler
<b>Observers:</b>	Councillor Chris Barnfather Councillor Paul Hughes

## **AGENDA**

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- 2 To approve, as a correct record, the minutes of the meeting held on 25 March 2015.** 1 - 4
- 3 Declaration of Interests.**
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Report of the Community Safety and Safeguarding Manager.
- 5 Refresh Organisational Development Programme** 15 - 18  
Report of the Chief Executive.
- 6 Progress Reports from Portfolio Holders.**
- 7 Member's Questions to Portfolio Holders.**
- 8 Any other items the Chair considers urgent.**

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## **MINUTES CABINET**

**Wednesday 25 March 2015**

Councillor John Clarke (Chair)

Councillor Michael Payne  
Councillor Peter Barnes  
Councillor Kathryn Fox

Councillor Darrell Pulk  
Councillor Henry Wheeler

Absent: Councillor Chris Barnfather and Councillor Paul Hughes

Officers in Attendance: J Robinson, H Barrington, S Bray, A Dubberley, M Kimberley and D Wakelin

### **212 APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors Barnfather and Hughes (observers).

### **213 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETINGS HELD ON 12 AND 19 FEBRUARY 2015.**

#### **RESOLVED:**

That the minutes of the above meeting, having been circulated, be approved as a correct record.

### **214 DECLARATION OF INTERESTS.**

None.

### **215 DECISION OF THE LOCAL GOVERNMENT OMBUDSMAN**

The Council Solicitor and Monitoring Officer introduced a report, which had been previously circulated, informing Cabinet of a decision of the Local Government Ombudsman.

#### **RESOLVED to**

- 1) Note the Local Government Ombudsman's findings and endorses the steps already taken by Officers by way of offering a remedy;
- 2) Agree that no further action needs to be taken in relation to the matter set out in this report; and

- 3) Note that a copy of this Cabinet report has been circulated to all members of the Council.

**216        PROPOSED DECLARATION OF THE 'HOBBUCKS OPEN SPACE'  
AS A LOCAL NATURE RESERVE (LNR)**

Dave Wakelin, Corporate Director, presented a report seeking approval to grant Local Nature Reserve status for The Hobbucks and to endorse an action plan for the site.

**RESOLVED to**

- 1) Designate the Hobbucks open space, which is in in the Council's ownership, as a Local Nature Reserve.
- 2) Authorise the Corporate Director and the Council's Solicitor and Monitoring Officer, in conjunction with the Service Manager, Parks and Street Care to proceed with the declaration; and
- 3) Adopt the 5 year site Management Plan of produced by Nottinghamshire Wildlife Trust.

**217        THE ADOPTION OF AN ANIMAL WELFARE CHARTER FOR  
GEDLING**

Dave Wakelin, Corporate Director, introduced a report, which had been previously circulated, seeking authority to adopt an animal welfare charter.

**RESOLVED to:**

- 1) Adopt the animal welfare charter as attached at appendix one of the report; and
- 2) Request a further report to a future meeting on how the strategy is being implemented across the work of the Council.

**218        PROGRESS REPORTS FROM PORTFOLIO HOLDERS.**

**Councillor Peter Barnes (Environment)**

- A very well attended press event for Gedling Country park was held and all staff involved were thanked.

**Councillor Henry Wheeler (Health and Housing)**

- A launch event for the designation of Gelding play areas as smoke free was recently held

- The long awaited Men in Sheds facility was launched recently and was well received.
- A breast feeding friendly launch event was held and was well supported.
- The Robert Mellors School was soon to become dementia friendly – the first school in the area.
- Gedling Youth Council would be submitting a question on bullying to the next meeting of Council.
- There would be a press event to promote the redevelopment of the Grove pub site.

#### **Councillor Darrell Pulk (Leisure and Development)**

- An external review of the planning department would be undertaken shortly.
- A well-attended meeting on planning issues was recently held in Woodborough.

#### **Councillor Michael Payne (Public Protection and Communications)**

- The press preview event at Gedling Country Park was very well attended thanks to the excellent work of the communications team.
- Further funding towards help with tackling domestic violence had been announced.

#### **Councillor John Clarke (Finance, Performance and Economic Development)**

- It was hoped that the new refreshments kiosk in Arnot Hill Park would open in July and a new pump had been installed in the lake.
- New screens and equipment should be in place at Bonington Theatre very soon.
- A challenge to the Aligned Core Strategy had been recently heard in court and a judgement is to be delivered in in due course.
- A well-attended women's day event was held recently at the Civic Centre.

None.

**220**

**ANY OTHER ITEMS THE CHAIR CONSIDERS URGENT.**

None.

The meeting finished at 12.20 pm

Signed by Chair:  
Date:





## **Report to Cabinet**

**Subject:** Domestic Abuse Refuge Provision in Nottinghamshire

**Date:** 23<sup>rd</sup> April 2015

**Author:** Community Safety and Safeguarding Manager

### **Wards Affected**

All

### **Purpose**

The purpose of this report is to approve an addition to the budget and the establishment of agreements with local housing authorities in Nottinghamshire to distribute a Section 31 Grant award to strengthen domestic abuse refuge services across Nottinghamshire.

### **Key Decision**

This is not a key decision.

## **1 Background**

- 1.1 In November 2014 the Department for Communities and Local Government (DCLG) produced a bidding prospectus for funding to strengthen accommodation based specialist domestic abuse service provision.
- 1.2 Applications were invited from local housing authorities or those working in partnerships. The fund available nationally to local housing authorities was £10million for 2014-15 to 2015-16 and each authority could bid for up to £100,000.
- 1.3 The purpose of the funding is to help housing authorities strengthen refuge services provision across England to keep victims of domestic abuse safe.
- 1.4 Women's Aid England, in support of local Women's Aid refuges, commissioned consultants to support bid writing with individual refuges, each of which would require local housing authority support

- 1.5 Within Nottinghamshire steps were taken by the Safer Nottinghamshire Board Domestic Violence Champion to bring together the seven district housing authorities and the current refuge service providers to agree a consortium bid for Nottinghamshire. Gedling Borough Council submitted the bid on behalf of the consortium and was named as the lead authority.
- 1.6 In early March 2015 DCLG announced the award of funding across England, and the Nottinghamshire consortium bid was awarded the full amount applied for, £680,560. The funding would be paid direct to Gedling Borough Council for distribution in line with the application.
- 1.7 The award is made to the local housing authorities as a Section 31 Grant Determination (Appendix A), each of the seven authorities in Nottinghamshire having an equal share of the award, £97,222 per authority.
- 1.8 Gedling Borough Council's Constitution requires that arrangements are put in place for dispersal of the funding award to partner organisations. This requirement can be found under External Arrangements, Partnerships in the Constitution, (Page 183 – 188).

## **2 Proposal**

- 2.1 It is proposed that there is approval for an addition to the budget of £97,222. Is included in the Council's budget.
- 2.2 It is proposed that Gedling, as the lead authority, put an agreement in place between the six other local housing authorities in Nottinghamshire and Gedling to distribute the award to the service providers / receiving organisations in line with the approved bid.
- 2.3 It is proposed that agreements are put in place between the service providers / receiving organisations and Gedling detailing the agreed outputs and outcomes, performance monitoring framework, payment schedule and claw-back arrangements.
- 2.4 That Gedling Borough Council provides updates to DCLG and also chairs regular meetings to monitor both spend and performance.

## **3 Alternative Options**

- 3.1 The alternative is not to accept the funding award. This is not recommended as this funding has been awarded to support vulnerable adults and families across Nottinghamshire and England.

#### 4 Financial Implications

4.1 Gedling Borough Council as lead authority for the bid will receive the award in two payments, £211,061 on 30<sup>th</sup> March 2015 and £469,499 in May 2015.

4.2 An addition to the council budget is required as Gedling Borough Council will receive 1/7<sup>th</sup> of the total award for the seven local housing authorities in Nottinghamshire. This equates to £97,222.

4.3 Gedling Borough Council will distribute the funding on behalf of the local housing authorities in Nottinghamshire to the service providers / receiving organisations subject to signed agreement with the local housing authorities. The distribution profile is shown in the table below.

4.4	Mar-15		May-15		Total
	211061		469499		680560
	Revenue	Capital	Revenue	Capital	
Newark Women's Aid	30347	0	69653	0	100000
Midlands Women's Aid	29700	0	70300	0	100000
Nottinghamshire Women's Aid (Mansfield)	30000	0	70000	0	100000
Nottinghamshire Women's Aid (Bassetlaw)	28205	0	71795	0	100000
Women's Aid Integrated Services	0	0	47560	0	47560
Ashfield District Council	0	33000	0	0	33000
Resettlement Fund	30000	0	70000	0	100000
Newark Women's Aid	0	0	50000	0	50000
Midlands Women's Aid	0	0	50000	0	50000
	<b>148252</b>	<b>33000</b>	<b>499308</b>	<b>0</b>	<b>680560</b>

4.5 The Section 31 grant is not ring fenced award and funding can therefore be moved

between financial years in order to deliver the outputs and outcomes in line with the bid.

- 4.6 A multi-agency steering group has been established to monitor performance outputs and outcomes and spend in line with the bid. The steering group will have responsibility for identification of any claw-back for non-delivery and make recommendations for reallocation in line with the purpose of the award.

- 4.7 The net impact upon the Council's budget will be zero.

## **5 Appendices**

Appendix A - Section 31 Grant Determination Letter

Appendix B – Bidding Prospectus

## **6 Background Papers**

None identified.

## **7 Recommendation(s)**

- a) To approve the addition to the budget as detailed.
- b) To approve the establishment of agreements between Gedling Borough Council and Nottinghamshire local housing authorities covering both their authorisation to hold and distribute the funding and to enter into Service Level Agreements with the providers.

## **8 Reasons for Recommendations**

To use the funding to enhance the services provided to the victims' of domestic abuse in the County.

**Appendix A - Section 31 Grant Determination Letter**



Department for  
Communities and  
Local Government

Mr Peter Murdock  
Gedling BC,  
Civic Centre,  
Arnot Hill Park,  
Arnold,  
Nottingham,  
NG5 6LU

Our Ref:  
Your Ref:

March 2015

Dear Peter

**STRENGTHENING ACCOMMODATION BASED SPECIALIST DOMESTIC  
ABUSE SERVICE PROVISION DETERMINATION (2014-15) [No. 31/2506]**

You will recall that toward the end of 2014, the Department issued a bidding prospectus offering funding for up to two years to successful authorities and their partners for the purpose of strengthening accommodation based specialist domestic abuse service provision in England.

I am pleased to be able to confirm that your bid was successful and that we are now ready to proceed. I would like to take this opportunity to thank you for participating in this programme. It would be helpful if you could pass this information on to the partners you identified in your application for grant.

I enclose a Determination made under section 31 of the Local Government Act 2003, for the purpose of providing grant support to councils in England towards expenditure lawfully incurred or to be incurred by them for the purpose of strengthening accommodation based specialist domestic abuse service provision in England.

Payment of grant will be made by the Department in two instalments: the first will be made in March 2015 and the second in May 2015.

In line with the bidding prospectus, and as detailed in the individual bids submitted, local authorities and their partners are committing to improving and increasing accommodation based specialist domestic abuse service provision.

Yours sincerely

**TERRIE ALAFAT CBE**  
Director of Housing

**STRENGTHENING ACCOMMODATION BASED SPECIALIST DOMESTIC  
ABUSE SERVICE PROVISION DETERMINATION (2014-15) [No. 31/2506]**

The Parliamentary Under Secretary of State for Housing ("the Minister") in exercise of the powers conferred by section 31 of the Local Government Act 2003 hereby makes the following determination:-

**Citation**

- 1) This determination may be cited as the Strengthening Accommodation Based Specialist Abuse Service Provision Determination (2014-15) [No. 31/2506].

**Purpose of the grant**

- 2) The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them.

**Determination**

- 3) The Minister determines as the authorities to which grant is to be paid and the amount of grant to be paid as set out in Annex A of this determination.

**Treasury consent**

- 4) Before making this determination in relation to local authorities in England, the Minister obtained the consent of the Treasury

Signed by authority of the Parliamentary Under Secretary of State for Housing.



**Terrie Alafat CBE**  
Director of Housing  
Department for Communities and Local Government

March 2015

## Annex A

### STRENGTHENING ACCOMMODATION BASED SPECIALIST DOMESTIC ABUSE SERVICE PROVISION DETERMINATION (2014/15) [No. 31/2506]

Lead LHA	Bid Amount	2014-15	2015-16 (indicative)
Barnet	£100,000	£30,000	£70,000
Birmingham	£100,000	£30,000	£70,000
Blackburn with Darwen BC	£94,840	£28,452	£66,388
Boston* Lincoln, East Lindsay, North Kesteven, South Holland, West Lindsay, South Kesteven	£430,525	£129,158	£301,367
Bradford	£100,000	£50,000	£50,000
Brighton & Hove City Council	£100,000	£29,651	£70,349
Bristol City C	£100,000	£40,000	£60,000
Cambridge City C	£96,821	£27,000	£69,821
Cheshire East UA	£100,000	£18,000	£82,000
Cheshire West & Chester Council	£100,000	£25,000	£75,000
City of York*, Harrogate, North Yorkshire	£159,064	£50,836	£108,228
Colchester*, Tendring	£100,000	£35,000	£65,000
Cornwall	£101,830	£30,550	£71,280
Coventry City C	£93,000	£27,900	£65,100
Derby City Council	£63,688	£9,042	£54,646
Derbyshire CC*, Amber Valley, Bolsover, Chesterfield, Derbyshire Dales, Erewash, NE Derbyshire, South Derbyshire	£602,282	£180,685	£421,597
Durham County Council*, Darlington, Northumberland, Redcar & Cleveland	£329,982	£98,995	£230,987
Fenland*, Cambridgeshire	£100,000	£30,202	£69,798
Forest of Dean*, Tewkesbury, Gloucester City, Cheltenham, Cotswold	£500,000	£150,000	£350,000
Gedling*, Nottinghamshire, Ashfield, Bassetlaw, Broxtowe, Mansfield, Newark, Sherwood, Rushcliffe	£680,560	£211,061	£469,499
Hart*, Basingstoke & Deane, East Hampshire, Havant, Eastleigh, Fareham, Gosport, Rushmoor, Test Valley, New Forest, Winchester	£905,000	£271,500	£633,500

Hartlepool	£48,100	£9,240	£38,860
High Peak Borough Council	£100,000	£11,011	£88,989
<b>Lead LHA</b>	<b>Bid Amount</b>	<b>2014-15</b>	<b>2015-16 (indicative)</b>
Hull	£68,089	£20,427	£47,662
Huntingdon*, Cambridgeshire	£95,735	£28,721	£67,014
Knowsley	£100,000	£30,000	£70,000
Lancashire*, Hyndburn, Rossendale, Ribble Valley, Burnley, Pendle, Preston, Chorley, South Ribble, West Lancashire, Fylde, Lancaster	£751,580	£225,474	£526,106
LB Bromley	£86,570	£25,960	£60,610
LB Greenwich	£55,388	£5,644	£49,744
LB Islington	£100,000	£30,000	£70,000
LB Lambeth	£70,000	£5,239	£64,761
Liverpool	£98,483	£29,545	£68,938
Luton Borough Council	£100,000	£29,000	£71,000
Merton	£102,744	£30,823	£71,921
Middlesbrough	£99,863	£29,959	£69,904
Milton Keynes	£100,000	£30,000	£70,000
Newcastle	£100,000	£30,000	£70,000
Newham	£91,319	£27,396	£63,923
North Devon*, Torridge	£199,986	£60,000	£139,986
North Lincolnshire	£28,350	£800	£27,550
North Tyneside	£61,350	£10,710	£50,640
Northampton*, Wellingborough, Corby, Daventry, East Northants, Kettering, South Northants, Northamptonshire	£434,276	£130,283	£303,993
Poole Council	£23,500	£5,500	£18,000
Sandwell MBC	£99,740	£30,859	£68,881
Solihull	£86,464	£21,462	£65,002
South Lakeland District Council	£100,000	£30,000	£70,000
South Norfolk	£91,691	£45,549	£46,142
South Tyneside	£97,690	£29,307	£68,383



Southend Borough Council	£100,000	£30,000	£70,000
St Helens Council	£90,652	£7,002	£83,650
Stafford*, South Staffordshire, Cannock Chase	£116,946	£35,084	£81,862
Staffordshire Moorlands*, Newcastle under Lyme, Stoke on Trent	£163,809	£49,143	£114,666
<b>Lead LHA</b>	<b>Bid Amount</b>	<b>2014-15</b>	<b>2015-16 (indicative)</b>
Stockton BC	£61,350	£10,710	£50,640
Stratford-on-Avon*, Warwickshire	£41,482	£9,573	£31,909
Stroud*, Cotswold, Gloucester, Cheltenham, Forest of Dean, Tewkesbury, Gloucestershire	£100,000	£30,000	£70,000
Sunderland	£54,908	£33,287	£21,621
Taunton Deane*, South Somerset, Mendip, Sedgemoor	£197,300	£98,700	£98,600
Waveney DC	£89,691	£49,549	£40,142
Welwyn Hatfield Borough Council	£98,250	£33,000	£65,250
West Berkshire Council	£97,141	£19,429	£77,712
West Suffolk*, Forest Heath, St Edmundsbury, Suffolk.	£235,176	£67,149	£168,027
Worcester City Council*, Bromsgrove, Worcestershire, Wychavon, Wyre Forest, Redditch, Malvern Hills	£160,000	£48,000	£112,000
Worthing BC	£45,680	£13,704	£31,976
<b>Totals</b>	<b>£10,000,895</b>	<b>£3,000,271</b>	<b>£7,000,624</b>

\* = Where a joint bid has been made, this authority will receive payment.

**Appendix B – Bidding Prospectus**

*[https://www.gov.uk/.../141125\\_Bidding\\_prospectus\\_refuge\\_funding.pdf](https://www.gov.uk/.../141125_Bidding_prospectus_refuge_funding.pdf)*



## **Report to Cabinet**

**Subject:** Refresh Organisational Development Programme

**Date:** 23 April 2015

**Author:** John Robinson, Chief Executive

### **Wards Affected**

All

### **Purpose**

This report launches the development of a programme of activity across the Council that seeks to kick-start further organisational change and improvement. It seeks to achieve two outcomes:

- On-going improvements in residents' satisfaction with the Council and with Gedling as a place to live and work
- An enhancement in staff satisfaction and well-being.

### **Key Decision**

This is not a key decision

### **Background**

- 1.1 In all sorts of ways, the Council is a very different organisation now from what it was just a few years ago.
- 1.2 It is smaller, employing approximately 15% (90) less staff than in 2009. It has less money, operating on a revenue budget that has fallen by over £3 million, with another £2.6 million reductions still to come. It interacts very differently with citizens, with digital innovations enabling new ways to communicate and provide access to services and information. It has a broader outlook, wider agenda and greater sphere of influence, fulfilling a community leadership role that is more typical of an upper tier authority. It has forged all kinds of new partnerships, co-locating and sharing services across the public sector family and increasingly trading within commercial markets.
- 1.3 Irrespective of the outcome of the general and local elections, the Council's operating environment will continue to be characterised by:-

- Financial restraint
  - A strong focus on economic and housing growth
  - Rising customer expectations for choice of access channels, personalisation and responsiveness
  - Pressure/desire to collaborate
  - Various models of local governance (eg. Combined Authorities, Local Enterprise Partnerships etc)
  - 'Allsorts' of service delivery arrangements (in-house; shared; trading etc.)
- 1.4 This context presents a number of particular challenges for maintaining and developing our performance and community leadership role and preserving what are generally excellent industrial relations.
- 1.5 Given that 'business as usual' is not a viable option, this report proposes the introduction of a wide ranging and cross-cutting programme of organisational development, under the name of Refresh.

## **Proposals**

- 2.1 The Council has undergone significant and in some respects unprecedented change in recent years. In many ways, we are performing well, have a strong reputation and a robust medium-term financial plan in place.
- 2.2 However, as the role of public services and the needs and expectations of our local community continues to change and evolve, the Council needs to keep in step and as far as possible get ahead. In the words of the CBI: "We must overhaul services in ways that match the needs of tomorrow's society".
- 2.3 The Refresh programme is proposed to be organised around the following themes to stimulate further cultural change and organisational improvement.
- Leadership and management  
There are two aspects to this. Political leadership, political priorities and member: officer relationships have a significant impact on organisational culture and performance. At the start of the next administration's term of office, it is proposed to re-visit the current overarching vision, values and priorities to ensure these (a) remain fit for purpose and (b) are consistent with political ambitions/ethos. Flowing from this, it is also proposed to refresh the current leadership and management standards. These set out expected competencies and behaviours and though only four years old, they are in some respects dated and no longer fully reflect what's needed. While the emphasis of Refresh is culture and ways of working, the senior management structure needs some adjustment and proposals will be brought forward in the summer.

- Employee recognition and reward  
In some parts of the organisation, recruiting and retaining staff has become problematic. Gedling's attraction as an employer is about much more than just pay but we need to ensure that we are not only competitive in the jobs market but also rewarding our staff appropriately.
- Customer engagement, insight and responsiveness  
Intelligent gathering, analysis and use of customer data is increasingly important and can lead to better targeted support and intervention. The Council currently obtains customer data from a range of different sources but there is considerable scope for more sophisticated use of this.
- Employee engagement, health and well-being  
It is widely acknowledged that there are strong links between customer and employee satisfaction. We already have a number of communication channels in place (staff briefings, weekly e-gen, team meetings etc.) and various sports and social activities are organised for staff. In addition, there are plans to improve some areas of the physical working environment. Notwithstanding the existing arrangements, this is a feature of organisational life that constantly needs to be kept under review, move on and stay fresh.
- Digitalisation  
This theme will focus on identifying new ways of utilising technology to deliver services more effectively and enable staff to work in new ways. Society is becoming increasingly 'digitised' and as the typical man and woman embraces digital technology in all aspects of their daily lives, so too must the providers of public services.
- Workforce planning and development  
As the role and operating environment of the Council changes, so must the skill sets of its employees. Teams need to be increasingly multi-skilled, flexible, able to work with new technology and a range of partners and combine a strong public service ethos with commercial nous.

- 2.4 A cross Council Programme Board is to be established to develop and oversee a work programme comprising representatives from different levels of the organisation, chaired by the Chief Executive. It is envisaged that different Corporate Directors and Service Managers will take the lead on specific work strands and it is further proposed to establish a cross party member reference group to oversee the programme and its impact – membership to be determined after the forthcoming elections.

## **Alternative Options**

- 3.1 The Council could choose to stand still or adopt a 'business as usual' strategy. However, that is not considered appropriate given the financial environment, the Council's ambitions for its communities and the need to continually evolve/adapt.

## **Financial Implications**

- 4.1 A Transformation Fund, currently containing £340,000, was established to support organisational change and development activity. Any costs arising from the implementation of the Refresh programme will be accommodated within this budget.

## **Appendices**

None

## **Background Papers**

None

## **Recommendation (s)**

That Cabinet:

- (a) endorses the establishment of a new organisational development programme as outlined in the report;
- (b) requests the Chief Executive to establish a cross party member reference group to oversee the progress and impact of the programme, the membership of which is to be determined following Annual Council.

## **Reasons for Recommendations**

To enable the Council to continue its development/improvement after the forthcoming elections.