

# Public Document Pack



**Nottingham  
City Council**

## Additional / To Follow Agenda Items

This is a supplement to the original agenda and includes reports that are additional to the original agenda or which were marked 'to follow'.

### Nottingham City Council City Council

**Date:** Monday, 11 November 2024

**Time:** 2.00 pm

**Place:** Council Chamber - at the Council House

**Governance Officer:** Jane Garrard, Senior Governance Officer **Direct Dial:** 0115 8764315

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**Questions from Citizens – 11 November 2024**

**PQ1**

**A citizen has asked the following question of the Executive Member for Communities, Waste and Equalities**

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How do you intend to contribute to keeping people safe when on the streets in the next year with the violence we have seen in Nottinghamshire in recent times?

**PQ2**

**A citizen has asked the following question of the Executive Member for Carbon Reduction, Leisure and Culture**

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At the final library consultation event, held at the Council House on Thursday 15 August, it was indicated that the decision on the library review would come later in 2024. Campaigners were heartened at a recent protest outside Basford Library on Saturday 19 October, when Basford Councillor Linda Woodings, who is also Executive Member for Finance and Resources, said that library closures “were not a done deal.” Could the Executive Member report on the next stage of the process, and also when the final decision will be made?

**PQ3**

**A citizen has asked the following question of the Executive Member for Finance and Resources**

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Given the commitment to the citizen voice being heard in the process of decision making, can the Executive Member assure us with dates, as to when the budget will go out for citizens to give their views as part of the public consultation that is required?

**PQ4**

**A citizen has asked the following question of the Executive Member for Carbon Reduction, Leisure and Culture**

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Given that the City of Nottingham is already ranked amongst the materially most deprived areas in England, what does the Executive Member believe the consequences of cutting - to the point of near-elimination - the cultural infrastructure and social fabric of the City will be? Clearly, we do not all have the private means to compensate for the loss of youth centres, community centres, libraries, Arts etc etc.

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**Council – 9 September**  
**Responses to questions from councillors requiring a written response**

**CQ9**

**Question asked by Councillor Maria Joannou of the Chair of the Health and Adult Social Care Scrutiny Committee**

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Could the Committee Chair give an update on the Committee's decision to make a referral to the Secretary of State regarding the loss of the Nottingham Centre for Trauma, Resilience and Growth?

As Councillor Joannou was not present at the Council meeting to ask this question, it received the following written response:

Councillor Georgia Power replied as follows:

Regulation 23 requires relevant NHS bodies and health service providers to consult a local authority about any proposal which they have 'under consideration' for a substantial development of or variation in the provision of health services in the local authority's area. The closure of the Centre for Trauma Resilience and Growth (CTRG) came to the Committee's attention when looking at an ongoing item on the provision of psychological therapy. When questioned about this a Nottingham and Nottinghamshire Integrated Care Board (ICB) representative said the CTRG had closed because "some people received a very good service but those who didn't access the CTRG don't". It is the Committee's view that all patients deserve to receive the best service and this is not an acceptable reason for closure. The ICB asked to meet with me, as Chair, and the Vice Chair of the Committee before referring it to the Secretary of State, which we offered to do on many occasions. However, whilst we have now met with them, it took four months to arrange that meeting due to the ICB's failure to respond to multiple letters. Having had conversations with people who knew the services offered by the CTRG well, we were able to provide the ICB clear evidence of how this has changed. It is also clear that there is a significant gap in provision for trauma support, with the ICB offering that there is a two year waiting list for sexual violence counselling in Nottinghamshire due to the increasing needs of patient to receive longer treatment packages. It is the Committee's view that this is not the fault of patients who need longer treatment, but inappropriately commissioned services which are not meeting the needs of Nottinghamshire residents. The ICB does not accept the Committee's view that there has been a substantial variation in service and we do not accept the ICB's view that there hasn't. As the ICB has closed the CTRG without consultation there was no room for us to negotiate further therefore the Committee agreed to make the referral. Other issues have been identified as a result of this work, including provision for victims and survivors of sexual violence and domestic abuse, refugees and asylum seekers, veterans, people who experience traumatic loss or those who witness or experience traumatic events - though this list is not exhaustive. The Committee is considering how it can look at the provision for people who need trauma related support in Nottingham City further.

**Question asked by Councillor Andrew Rule requesting a written response from the Executive Member for Children, Young People and Education**

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Could the Executive Member provide a breakdown of the total fines for unauthorised school absences imposed by the Council over the last three years and confirm how these penalties have been utilised by the Council?

Councillor Cheryl Barnard replied as follows:

Fine income breakdown for the last three years:

**Year Total**

2021/22	51,267.84
2022/23	127,629.00
2023/24	148,260.00
2024/25	65,100.00

The Education Welfare and Education Otherwise Than At School (EOTAS) Service provide the statutory function of administering, processing and enforcing fixed penalty fines for unauthorised absence from school. The money collected from these fines is restricted to 'The Education (Penalty Notices) (England) Regulations 2007 Item - 23.—(1) The functions of a local education authority specified for the purposes of section 444A(6)(1) of the 1996 Act and section 105(5) of the 2006 Act are issuing and enforcing penalty notices, and prosecuting recipients who do not pay.(2) To the extent that sums received by a local education authority are not used for the purposes of the functions specified in paragraph (1), they must be paid to the Secretary of State.

The Council's transformation team designed a new system which makes the issuance of penalty notices much more efficient and also increases the ease of payment, which has increased the payment rate to 83%. Because of this, the income from penalty notices significantly increased in 2022/23 and this has been sustained.

Overachieved income from penalty notices has been placed in reserves which allows it to be used retrospectively by Education Welfare for duties around the issuance of penalty notices and prosecution of parents for non-payment.

An increase in the number of fines issued means the current legal team in the service are unable to manage the increased workload and the reserves will be used to increase the size and capacity of the team. An additional Legal Intervention Officer has been recruited to the team. An additional Education Welfare Specialist role is also being recruited to, with a specific focus on preparing the legal documentation required for prosecutions.

In an attempt to address the national decline in school attendance, the Department for Education has recently increased the fine amounts and also made it easier for schools to pursue a fixed penalty notice for poor attendance. If the team see a sustained level of income this financial year, the Council will follow the same process where funds are put in reserves and then used to staff the team. This will be a balance between ensuring the legal team are sufficiently staffed, and undertaking more proactive work with families to reduce persistent absence and engage children in learning.

**WQ2**

**Question asked by Councillor Kevin Clarke requesting a written response from the Executive Member for Finance and Resources**

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Could the Executive Member provide a breakdown of the total number of calls to the Council's customer service hotline by month over the last three years; together with the average wait time for a call to be answered, the number of calls that led to a successful outcome and the number of aborted calls?

Councillor Linda Woodings replied as follows:

Below is three years' Customer Hub phone data on a month by month basis.

Our strategy is to convert traditional telephony contact to digital wherever possible and whilst customers are on hold, a message is played advising that the process they are waiting for can be managed online. We therefore encourage call abandonment so do not use it as a performance metric as call abandonment rates can be seen as a positive performance indicator as well as a negative one. Any comparison would be drawn against our channel shift data which for general transactional services is currently 82%. What this means is that only 18% of our contact into the Customer Hub is through telephony. This is a positive indicator because our digital processes run end to end – requests go straight into the back office system – and therefore are much more cost effective to deliver. Additionally, satisfaction rates with our online processes are extremely high, averaging 91%.

Demand peaks in the summer months generally, and historically in the Hub a flexible staffing model has been operated to accommodate managing peaks and troughs efficiently. However, there is a staffing saving for 2024/25 which has been achieved, but which required the service to reduce numbers within a short time frame to meet the budget reduction. This coincided with the introduction of the new Garden Waste scheme and the additional demand had not been accounted for. This resulted in a significant increase in telephone demand into the Hub which the newly reduced team could not meet. However, channel shift for the Garden Waste subscription scheme is 92% so only 8% of our customers subscribed by telephone (to date 30644 online subscriptions compared with 2672 telephone requests). Customers who called were directed to our online provision and this will account for a large number of abandoned calls.

The AI telephony solution will go live in October and in the interim period, additional resources have been redirected to support the telephone provision.

Year	Month	Total Calls	Answered Calls	Abandoned Calls	Average Wait Time
	Sep	17419	11222	6197	00:04:48
	Oct	12742	11270	1472	00:01:16
	Nov	12143	11355	788	00:00:37
	Dec	11521	10394	1127	00:01:11
2022	Jan	12192	10919	1273	00:01:08
	Feb	13317	11498	1819	00:01:37
	Mar	14834	12486	2348	00:01:42
	Apr	12783	10971	1812	00:01:32
	May	14106	11993	2113	00:01:35
	Jun	13980	10719	3261	00:02:48
	Jul	13989	10499	3490	00:03:14
	Aug	14755	10581	4174	00:04:08
	Sep	13451	11057	2394	00:02:12
	Oct	11613	10873	740	00:00:37
	Nov	11947	10644	1303	00:01:13
	Dec	9410	8460	950	00:01:10
2023	Jan	11722	10111	1611	00:01:41
	Feb	11052	9305	1747	00:01:54
	Mar	13835	10982	2853	00:02:23
	Apr	11293	9442	1851	00:01:59
	May	13725	11801	1924	00:01:34
	Jun	16971	13060	3911	00:03:13
	Jul	13281	11169	2112	00:01:58
	Aug	13234	11507	1727	00:01:39
	Sep	14094	10456	3638	00:04:01
	Oct	14056	11007	3049	00:03:01
	Nov	13266	10755	2511	00:02:37
	Dec	10310	8228	2082	00:02:35
2024	Jan	14262	9911	4351	00:04:22
	Feb	11537	8813	2724	00:03:06
	Mar	14033	7741	6292	00:06:50
	Apr	21680	7027	14653	00:15:49
	May	22646	7122	15524	00:19:03
	Jun	19442	6446	12996	00:19:23
	Jul	19577	8347	11230	00:13:39
	Aug	14960	7239	7721	00:10:50

**WQ3**

**Question asked by Councillor Kirsty M Jones requesting a written response from the Executive Member for Housing and Planning**

Could the Executive Member provide the total number of calls to the Housing Services Repair Line broken down by month, over the last three years and provide the average wait time for a call to be answered, the number of calls dealt with successfully and the number of aborted calls?

Councillor Jay Hayes replied as follows:

Please find attached repairs calls data.

Abandoned call data – It is important to consider that not all calls that are abandoned are so due to the amount of time a tenant has had to wait, very often a tenant will abandon very quickly and for various reasons, such as listening to our recorded message, then deciding very quickly that they have called the wrong line as an example. The second and important aspect to bear in mind is that the majority of the abandoned calls present themselves to us again and are subsequently answered (telephony reporting provides such data).



Average wait time – these vary by day and by hour and unfortunately the data is corrupted to the extent that we cannot extract situations where we experience telephony system outages which can leave tenants calls in queue with the Customer Service Advisor unable to take the call and the system unable to abandon the call automatically.

Point to Note - The average handle time (AHT) for call centres can vary widely depending on the industry, the complexity of the inquiries, and the specific metrics used by the call centre. However, as of recent industry reports:

- Average Handle Time (AHT) in the UK typically ranges from 4 to 6 minutes for many industries. This includes the time spent speaking to the customer, as well as any after-call work (ACW) required to complete the interaction.

In more specialized or technical sectors, such as IT support or financial services, the AHT can be higher, often exceeding 10 minutes due to the complexity of the issues addressed.

Keep in mind that these numbers are averages, and individual call centres may have significantly different AHTs based on their specific operations and customer needs.

Calls dealt with successfully – having asked for clarification of the question I can update that this would be classed as First Call Resolution. This measure is one we aspire to have in place as our key Contact Centre KPI and work is currently underway to identify how we can best measure this.

Various ways of measurement of First Call Resolution include:

- how many times the same number has had to call into the service within 4 weeks of the first call
- Customer Service Centre call quality monitoring
- Analysis of Complaint/Compliment data
- Analysis of Tenant Satisfaction Measure verbatim feedback
- Introduction of post Customer Service Centre call satisfaction survey asking the tenant if their needs were met on the first call

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**Questions from Councillors to the Council's Lead Councillor on the Nottinghamshire and City of Nottingham Fire and Rescue Authority – 11 November 2024**

**CQ6**

**Question to be asked by Councillor Nick Raine of the Council's Lead Councillor on the Nottinghamshire and City of Nottingham Fire and Rescue Authority**

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Following the recent report from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services, what steps will Nottinghamshire and City of Nottingham Fire and Rescue Service take to build on this success and share best practices nationally?

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**Questions from Councillors – 11 November 2024**

**CQ1**

**Question to be asked by Councillor Hayley Spain of the Leader of the Council**

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Could the Leader please update Council on what the Government budget of 30 October means for Nottingham in terms of transport, jobs, healthcare and the services we provide, and would she join me in welcoming the news that Clifton will be retaining its Clifton Town Fund?

**CQ2**

**Question to be asked by Councillor Samina Riaz of the Executive Member for Children, Young People and Education**

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Could the Executive Member for Children, Young People and Education update Council on the success of the Council's Children's Transformation Programme in reducing the number of children in the care of the Local Authority; but would she further explain why, despite having less children in our care, the costs of caring for these children have increased?

**CQ3**

**Question to be asked by Councillor Nayab Patel of the Executive Member for Communities, Waste and Equalities**

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International Day for the Elimination of Violence Against Women is observed on 25 November 2024. Could the Executive Member for Communities, Waste and Equalities outline how the Council plans to raise awareness about this day and what actions the Council is taking to protect women and girls from violence in Nottingham?

**CQ4**

**Question to be asked by Councillor Michael Savage of the Executive Member for Housing and Planning**

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Could the Executive Member for Housing and Planning confirm what the impact of the Government proposals to allow councils to keep 100% of Council House Sales Receipts would be for Nottingham City Council?

**CQ5**

**Question to be asked by Councillor Gul Khan of the Executive Member for Adult Social Care and Health**

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Does the Executive Member for Adults Social Care and Health agree with me that the Government's announcement of increasing the weekly earnings limit for Carers Allowance is vital in supporting carers across Nottingham?

**CQ6**

**Question to be asked by Councillor Nick Raine of the Council's Lead Councillor on the Nottinghamshire and City of Nottingham Fire and Rescue Authority**

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Following the recent report from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services, what steps will Nottinghamshire and City of Nottingham Fire and Rescue Service take to build on this success and share best practices nationally?

**CQ7**

**Question to be asked by Councillor Andrew Rule of the Executive Member for Strategic Regeneration, Transport and Communications**

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Can the Leader of the Council update the Chamber on how the anticipated cuts to the Department for Transport's budget will affect the sign off of funding from the Transforming Cities Fund provisionally allocated to the new pedestrian/cyclist bridge connecting Colwick with Lady Bay?

**CQ8**

**Question to be asked by Councillor Kevin Clarke of the Executive Member for Housing and Planning**

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Will the Executive Member join us in welcoming the Government's intention to continue the last Conservative Government's work in banning no fault evictions?

**CQ9**

**Question to be asked by Councillor Kirsty M Jones of the Leader of the Council**

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Will the Leader of the Council accept the frustration of residents of Clifton, Wilford and Silverdale who during the recent strike activity on the trams suffered a complete cancellation of service preventing commuters from getting to work and children getting to school?

**CQ10**

**Question to be asked by Councillor Andrew Rule of the Executive Member for Skills, Growth and Economic Development**

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Can the Executive Member comment on how increases in National Insurance made in the Labour Government's recent budget will affect the ability of businesses in Nottingham to take on new staff thus helping to reduce unemployment in the City?

**CQ11**

**Question to be asked by Councillor Kevin Clarke of the Executive Member for Carbon Reduction, Leisure and Culture**

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Could the Executive Member please explain the rationale behind the decision to restrict families from decorating the graves of their loved ones given the huge distress and hurt it has caused them?

**CQ12**

**Question to be asked by Councillor Maria Watson of the Executive Member for Finance and Resources**

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Could the Executive Member confirm what impact the departure of the Chief Finance Officer/ Section 151 Officer will have on the Council's ability to balance the in year gap in this year's budget?

## Questions from Councillors requiring a written response

**WQ1**

**Question to be asked by Councillor Kevin Clarke requesting a written response from the Leader of the Council**

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Following the recent City Council Extraordinary Meeting can the Leader confirm that the borrowing powers granted by the constituent councils of the East Midlands Combined County Authority (EMCCA) do not place the Council and indeed other constituent councils as de facto guarantors for any borrowing that EMCCA may choose to take on?

**WQ2**

**Question to be asked by Councillor Kirsty M Jones requesting a written response from the Executive Member for Housing and Planning**

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Can the Executive Member confirm the extent of what is classed as an emergency repair and provide of the number of emergency repairs reported to Housing Services by month over the last 12 months and the average wait time before they were resolved?

**WQ3**

**Question to be asked by Councillor Andrew Rule requesting a written response from the Executive Member for Strategic Regeneration, Transport and Communications**

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Can the Executive Member provide the dates for when the drainage soakaway that serves the properties on Holly Avenue in Wilford was last inspected, together with the dates for when it has been emptied over the last 12 months?



## City Council - 11 November 2024

### Report of the Head of Paid Service

#### Corporate Director/ Director:

Lee Mann, Strategic Director of HR and Equality, Diversity and Inclusion

#### Report Author and Contact Details:

Lee Mann, Strategic Director of HR and Equality, Diversity and Inclusion

[lee.mann@nottinghamcity.gov.uk](mailto:lee.mann@nottinghamcity.gov.uk)

#### Title: Designation of Chief Finance Officer/ Section 151 Officer

#### Does the report form part of the Budget or Policy Framework?

Yes  No

#### Commissioner Consideration

Has this report been shared with the Commissioners' Office?  Yes  No

Any comments the Commissioners wish to provide are listed below.

#### Does this report contain any information that is exempt from publication?

No

#### Relevant Council Plan Key Outcome:

Green, Clean and Connected Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Working	<input checked="" type="checkbox"/>
Carbon Neutral by 2028	<input checked="" type="checkbox"/>
Safer Nottingham	<input checked="" type="checkbox"/>
Child-Friendly Nottingham	<input checked="" type="checkbox"/>
Living Well in our Communities	<input checked="" type="checkbox"/>
Keeping Nottingham Moving	<input checked="" type="checkbox"/>
Improve the City Centre	<input checked="" type="checkbox"/>
Better Housing	<input checked="" type="checkbox"/>
Serving People Well	<input checked="" type="checkbox"/>

### 1. Summary

- 1.1 Council is asked to note the appointment of an Interim Corporate Director of Finance and Resources, and that the post is designated as the Council's Chief Finance Officer/ Section 151 Officer. In addition, the role will also include oversight of IT, Commercial and Procurement, Internal Audit and Risk.

### 2. Recommendations

- 2.1 To note that Stuart Fair has been appointed as Interim Corporate Director of Finance and Resources with effect from 8 November 2024 and that, as set out in Article 5 of the Constitution, this post is designated as the Council's Chief Finance Officer/ Section 151 Officer for the purposes of Section 151 of the Local Government Act 1972.

2.2 To note that as an interim arrangement the Director of Legal and Governance, Director of Customer Services and Strategic Director of HR and Equality and Diversity and Inclusion will report to the Chief Executive prior to options for a permanent management structure being presented to the Appointments and Conditions of Service Committee for consideration and approval.

### 3. **Reasons for recommendations**

3.1 Every local authority must make arrangements for the proper administration of its financial affairs and shall ensure that one of their officers has responsibility for the administration of those affairs. That officer should be designated as the Chief Finance Officer/ Section 151 Officer. This is a statutory chief officer level responsibility.

3.2 Article 5 of the Constitution sets out that the Chief Finance Officer/ Section 151 Officer is a Statutory Chief Governance Officer, and that the functions of the role are:

- reporting to the Council or Executive if there is, or is likely to be, unlawful expenditure or an unbalanced budget under section 114 of the Local Government Finance Act 1988
- ensuring lawfulness and financial prudence of decision making
- administration of financial affairs
- contributing to corporate management
- providing advice
- providing financial information

3.3 Article 5 of the Constitution sets out that Council has designated the Corporate Director of Finance and Resources as the Chief Finance Officer/ Section 151 Officer.

3.4 The Council's previous Corporate Director of Finance and Resources and Section 151 Officer recently left the organisation and, in accordance with section 14.15 of Article 14 – Officer Employment Procedure Rules of the Council's Constitution relating to interim appointments, an interview panel comprising the Head of Paid Service, the Proper Officer, the Executive Member for Finance and Resources and the Finance Commissioner was established to interview potential candidates and make a decision on an interim appointment to the post.

3.5 Following the identification of a preferred candidate, the Proper Officer informed every member of the Executive Board of the name of the prospective appointee and provided 48 hours for the Leader to make any objection on their own behalf or on behalf of one or more members of the Executive. No objections were received.

3.6 In accordance with Article 14.15 the Council is currently planning for the permanent recruitment to the post of Corporate Director of Finance and Resources and Section 151 Officer.

3.7 To bridge that gap, an interim Corporate Director of Finance and Resources has been appointed, he started on 8 November 2024 and, in accordance with the designation set out in Article 5 of the Constitution, he is the Council's Chief Finance Officer/ Section 151 Officer.

3.8 In recognition of the significant challenges facing the Council and that the Council's enabling functions are a key part of supporting the Council's improvement journey, as an interim arrangement the Director of Legal and Governance, Director of Customer Services and Strategic Director for HR and Equality, Diversity and Inclusion will

report to the Chief Executive. This will help to ensure that there is sufficient capacity and capability balanced across the organisation to lead the core finance function along with these key enabling functions during this period. Options for a permanent management structure will be presented to the Appointments and Conditions of Service Committee for approval in due course.

#### **4. Other options considered in making recommendations**

4.1 Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and that an officer must be designated as the Chief Finance Officer/ Section 151 Officer to take responsibility for the administration of those financial affairs. Therefore, not appointing to the role was not an option.

#### **5. Consideration of Risk**

5.1 This is a critical role for the Council at a challenging time. The Interim Corporate Director of Finance and Resources (Section 151 Officer) will lead on the delivery of the Council's budget strategy, working alongside Elected Members and Commissioners to deliver a balanced budget, a sustainable financial plan and be professional lead on a range of complex organisational improvements.

#### **6. Best Value Considerations**

6.1 The appointment was conducted in line with the Council's Constitution and the recommended candidate will provide the necessary strategic capacity to support the budget setting process, the Council's Finance and Resources Directorate and discharge the responsibilities of the Chief Financial Officer.

#### **7. Background**

7.1 The Council is a large and complex organisation with a turnover of circa £1.1 billion per annum, 6600 staff, together with a number of arm's length company arrangements. The Council needs to be able to demonstrate sufficient senior management capacity to successfully improve grip and assurance in relation to meeting its regulatory requirements, improving corporate governance and financial management in relation to business as usual decision making, together with the necessary capacity to drive transformational improvement and change to maintain or improve outcomes at lower cost.

#### **8. Commissioner comments**

8.1 The Commissioners fully support these interim arrangements.

#### **9. Finance colleague comments (including implications and value for money)**

9.1 The costs of this appointment will be funded through the budget for the Corporate Director of Resources and S151 officer.

Clare Williams, Strategic Finance Lead, 07/11/2024

**10. Legal colleague comments**

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs. An Officer must be designated under this section as Chief Finance Officer/ Section 151 Officer to take responsibility for the administration of those financial affairs.

This interim appointment has been made in accordance with the Article 14.15 of the Council's Constitution. Meaningful recruitment to the substantive post must commence within 12 months of an interim appointment having been made.

Beth Brown, Director of Legal and Governance, 7 November 2024

**11. Other relevant comments**

11.1 HR comments are included in the body of the report.

**12. Crime and Disorder Implications (If Applicable)**

12.1 Not applicable.

**13. Social value considerations (If Applicable)**

13.1 Not applicable.

**14. Regard to the NHS Constitution (If Applicable)**

14.1 Not applicable.

**15. Equality Impact Assessment (EIA)**

15.1 Has the equality impact of the proposals in this report been assessed?

No



An EIA is not required because the decision does not relate to a new or changing policy, service or function.

**16. Data Protection Impact Assessment (DPIA)**

16.1 Has the data protection impact of the proposals in this report been assessed?

No



A DPIA is not required because the decision does not involve the use of personal or sensitive data.

**17. Carbon Impact Assessment (CIA)**

17.1 Has the carbon impact of the proposals in this report been assessed?

No



A CIA is not required because the decision does not have any carbon impacts.

**18. List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)**

18.1 None

**19. Published documents referred to in this report**

19.1 Local Government Act 1972

19.2 Article 5 - Officers of the Constitution

19.3 Article 14 - Officer Employment Procedure Rules of the Constitution

19.4 The Local Authorities (Standing Orders) (England) Regulations 2001

**Sajeeda Rose**  
**Head of Paid Service**

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