

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

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NB - This agenda contains proposals, recommendations and options. These do not represent Council policy or decisions until they have received proper consideration through the full decision making process.

Contact: Committee Services
committee.services@tmbs.co.uk

17 June 2016

To: MEMBERS OF THE GENERAL PURPOSES COMMITTEE
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the General Purposes Committee to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Monday, 27th June, 2016 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

PART 1 - PUBLIC

- | | | |
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Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

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Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

MEMBERSHIP

Cllr O C Baldock (Chairman)
Cllr L J O'Toole (Vice-Chairman)

Cllr M A C Balfour
Cllr Mrs S Bell
Cllr P F Bolt
Cllr M A Coffin
Cllr N J Heslop
Cllr B J Luker

Cllr D Markham
Cllr S C Perry
Cllr R V Roud
Cllr C P Smith
Cllr Ms S V Spence
Cllr M Taylor

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Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

GENERAL PURPOSES COMMITTEE

Monday, 1st February, 2016

Present: Cllr Ms S V Spence (Chairman), Cllr P F Bolt (Vice-Chairman), Cllr M A C Balfour, Cllr M A Coffin, Cllr Mrs S M Hall, Cllr N J Heslop, Cllr H S Rogers, Cllr C P Smith and Cllr T C Walker

Councillors Mrs J A Anderson, O C Baldock, V M C Branson and M R Rhodes were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Mrs S Bell and S C Perry

PART 1 - PUBLIC

GP 16/1 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

GP 16/2 MINUTES

RESOLVED: That the Minutes of the meeting of the General Purposes Committee held on 5 October 2015 be approved as a correct record and signed by the Chairman.

GP 16/3 MINUTES OF ELECTORAL REVIEW WORKING GROUP

RESOLVED: That the Minutes of the meeting of the Electoral Review Working Group held on 6 January 2016 be received and noted and the recommendations at Minute ER 16/3 be approved.

MATTERS FOR RECOMMENDATION TO THE COUNCIL

GP 16/4 LOCALISM ACT - PAY POLICY

The report of the Director of Central Services advised that the Localism Act 2011 required local authorities to review their pay policy statements for each financial year. The report summarised the requirements of the Act and presented an updated Pay Policy Statement for 2016/17. It was noted that there had been no changes in the Council's remuneration policy and the substantive content of the updated statement was identical to that adopted by the Council in February 2012.

RECOMMENDED: That the Pay Policy Statement 2016/17 set out in Annex 1 to the report be commended for adoption by the Council.



*** Referred to Council****DECISIONS TAKEN UNDER DELEGATED POWERS IN ACCORDANCE WITH PARAGRAPH 3, PART 3 OF THE CONSTITUTION****GP 16/5 PAY AWARD 2016**

Consideration was given to the report of the Chief Executive which examined a range of factors relevant to the issue of a pay award for employees in 2016/17. These included prevailing economic conditions, comparative pay settlements, movement in the retail price and consumer price indices and the Council's budget position.

In introducing the report the Chief Executive made reference to the provision for a pay award in the Medium Term Financial Strategy and the appropriateness of considering a measured award in recognition of the continuing efforts of staff. It was considered that the proposal for a 2% pay award over two years with the total increase "up front" was an appropriate response in the light of the forthcoming changes in National Insurance contributions for employees (the majority) within the Local Government Pension Scheme. The Chief Executive explained that any lesser award would result in many staff seeing an actual reduction in pay due to the removal of the pension scheme "contracting out" of SERPS. She also highlighted the current problems of retention and recruitment of staff given that over the past few years pay awards had been limited and had not kept pace with those elsewhere, particularly in the private sector.

Members were advised that employees had been fully informed of the financial challenges facing the authority through the Joint Employee Consultative Committee and Unison. The report set out an alternative pay claim submitted by Unison requesting a 3% consolidated increase, a lump sum payment of £500 and an underpinning hourly rate of £8.25 (Living Wage Foundation Living Wage).

During the debate Members commended the efforts of staff in challenging financial circumstances and their commitment to the Council and expressed regret that a higher award was not feasible. However, in order to have any impact for staff whilst observing the government's "cap", it was considered reasonable to make a two year front-loaded award of 2% thereby sending a positive message to current and future staff but remaining within budget.

RESOLVED: That a 2% pay award over two years from 1 April 2016 be approved with the next pay review not then due until 1 April 2018.

GP 16/6 ANNUAL REVIEW OF WHISTLEBLOWING POLICY

The report of the Director of Finance and Transformation gave details of the outcome of the annual review of the Council's Whistleblowing Policy and its consideration by the Audit Committee on 25 January 2016. It was noted that no substantive changes were proposed although the latter Committee had commended the Policy for endorsement subject to two amendments regarding encouragement to raise a concern even if unsure about the precise criteria for doing so and procedure for verbal complaints. The Chief Executive indicated that staff had been consulted on the Policy via the Joint Employee Consultative Committee and were content.

RESOLVED: That the Whistleblowing Policy set out at Annex 1 to the report be approved subject to the inclusion in paragraph 6.1 of advice to raise a concern even if unsure about the precise criteria for doing so; and the amendment of the third bullet point of paragraph 6.6 regarding verbal complaints to read: "...the employee is encouraged to write down any relevant information and date it."

GP 16/7 AMENDMENT TO THE STAFF CODE OF CONDUCT

The report of the Director of Central Services presented an amended Staff Code of Conduct containing a new section 8 on Equality and Diversity in anticipation of the publication of a revised Equalities Policy and Equalities Objectives.

RESOLVED: That the amendment to the Staff Code of Conduct set out in the Annex to the report be approved.

MATTERS FOR CONSIDERATION IN PRIVATE**GP 16/8 EXCLUSION OF PRESS AND PUBLIC**

The Chairman moved, it was seconded and

RESOLVED: That as public discussion would disclose exempt information, the following matters be considered in private.

PART 2 - PRIVATE**DECISIONS TAKEN UNDER DELEGATED POWERS IN ACCORDANCE WITH PARAGRAPH 3, PART 3 OF THE CONSTITUTION****GP 16/9 ESTABLISHMENT CHANGES**

(LGA 1972 Sch 12A Paragraph 1 – Information relating to an individual)

The report of the Management Team presented for approval a number of establishment changes arising from the on-going operational management of the Council's services. It was noted that the proposals would result in net savings of £162,872, a proportion of which comprised "in-service efficiencies" reflected in the Revenue Estimates. New net savings of £15,407 would count towards future savings targets.

Members recognised the flexibility of staff in undertaking new responsibilities or working in different ways and requested that their appreciation be conveyed accordingly.

RESOLVED: That the proposals and establishment adjustments set out in the report be endorsed as follows with immediate effect:

- (1) the hours of post DV0103 (Health & Safety Officer, M9) be reduced from 37 to 22.5 hours per week;
- (2) Post DJ0906 (Senior Planning Officer M9, 30 hours) be deleted;
- (3) Post DF0526 (Compliance Officer, scale 3/4, 22 hours) be deleted;
- (4) the established hours of Post DF1001 (Benefits Officer, scale 2/3/4) be increased from 26 to 37 hours;
- (5) the hours of Post DF0522 (Training and Systems Officer, scale 5/6) be reduced from 32 to 30 hours;
- (6) Post DF0801 (Chief Internal Auditor, M5, 37 hours) be deleted;
- (7) the re-grading of Posts DF0804 and DF0805 (Internal Auditor, 37 hours) to scale 2/6 (career grades) be noted;
- (8) it be noted that the 'chief audit executive' responsibilities under the Public Sector Internal Audit Standards are attached to Post DF0802 and the title of the post be confirmed as "Audit and Assurance Manager";
- (9) Post DR0004 (Senior Legal Officer, grade M9, 18.5 hours) be deleted;
- (10) Post DB0324 (Customer Services Support Officer, grade M9, 37 hours) be deleted;
- (11) the Legal Services temporary staff provision of £16,000 be deleted in the 2016/17 Estimates;
- (12) a new post of Solicitor (grade M6, 37 hours) be created;

- (13) Post DG1101 (Leisure Services Officer, scale 6/SO, 37 hours) be deleted;
- (14) a sum of £24,921 be ring-fenced from the overall savings accruing from the deletion of Post DG1101;
- (15) the post of Waste Services Officer DG2002 (scale 4-6, 37 hours) be deleted;
- (16) the re-designation of Post DG2003 from Waste Services Inspector to Senior Waste and Enforcement Officer be confirmed and re-graded from scale 4/5 to scale 6;
- (17) the re-designation of Posts DG2009 and DG2008 from Environmental Enforcement Officer to Waste and Enforcement Officer be confirmed and re-graded from scale 3/4 to scale 5;
- (18) the re-grading of Post DG2012 Waste Services Manager (Operations) from M9 to M8 be confirmed;
- (19) the re-designation of Post DG2007 from Waste Services Admin Officer to Waste and Enforcement Support Officer, the reduction of the hours of this post to 18.5 per week and the re-grading from scale 3 to scale 4 be confirmed; and
- (20) the creation of a new post of Waste and Enforcement Support Officer, scale 4 at 18.5 hours per week be confirmed.

The meeting ended at 8.55 pm

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TONBRIDGE & MALLING BOROUGH COUNCIL

GENERAL PURPOSES COMMITTEE

27 June 2016

Report of the Director of Central Services

Part 1- Public

Matters for Recommendation to Council

1 HUMAN RESOURCES STRATEGY UPDATE

The Human Resources Strategy (HR Strategy) provides an overview of the Council's approach to managing its employees. It is updated annually to identify "improvement priorities", such as changes to the Council's personnel policies.

The updated Hr Strategy attached as Annex 1 to this report advises the Committee on progress in achieving the improvement priorities in the Human Resources Strategy (HR Strategy) for April 2015 – March 2016, and identifies actions to be implemented in the period April 2016 – March 2017. The updated Strategy in Annex 1 also contained the statutory equality monitoring required by the Equality Act 2010.

1.1 Overview of updates to the HR Strategy

1.1.1 Section 3 of the updated HR Strategy lists progress against the improvement priorities identified in 2015/16. The Committee will note that actions have been identified and achieved.

1.1.2 Section 4 of the HR Strategy reports the outcomes of equality monitoring of staffing issues in 2015/16. There is no evidence of discrimination against any of the protected characteristic groupings listed in the Equality Act 2010.

1.1.3 Section 5 of the HR Strategy advises the Committee of the improvement priorities that have been so far identified for 2016/17. This section is referred to as The Workforce Development Plan (WDP) because periodically various external agencies, government departments etc. request information about the Council's WDP.

1.2 Legal Implications

1.2.1 The reporting of the outcomes of the Council's HR equalities monitoring is a statutory requirement of the Equalities Act 2010.

1.3 Financial and Value for Money Considerations

1.3.1 All of the actions listed in Section 5 of the attached Annex will be resourced from existing budgets.

1.4 Risk Assessment

1.4.1 The Workforce Development Plan in Section 5 of the HR Strategy complies with one of the recommended requirements of the Annual Governance Statement (part of the statement of accounts).

1.5 Recommendations

1.5.1 The Committee is commended to note the outcomes of the equality monitoring as reported in Section 4 of the HR Strategy and to recommend the actions listed in Section 5 to Council.

Background papers:

contact: Delia Gordon

Nil

Adrian Stanfield
Director of Central Services

Annex 1

HUMAN RESOURCES STRATEGY (incorporating the Pay and Workforce Strategy)

1 The Council's Vision

The Council's vision for the next three years is:

To be a financially sustainable Council that delivers good value services, provides clear leadership and, with our partners, addresses the needs of the Borough.

2 Human Resource Strategy

The Human Resources Strategy is about recognising and developing the crucial contribution of every employee. This is prompted by the expectation/aspiration that all employees will:

- be customer focused
- be corporately aware
- demonstrate a "can do" approach to work
- appreciate the Council as a good employer
- consider themselves as colleagues in a joint endeavour to achieve the corporate vision.

Working with partners, external service providers, and other authorities, the Council will give ongoing consideration to the further development of the Strategy. The Strategy will be updated annually and will identify improvement priorities for the year ahead. The annual update will also report on the achievement of the improvement priorities identified the previous year.

Four key "building blocks" are used to inform and direct human resource activities. These are:

- Leadership and Management
- Effective Recruitment and Retention
- Communication and Team Working
- Workforce Development.

The Sections below provide an overview of the Council's current approaches to developing these "building blocks".

Leadership and Management Development

We want managers and supervisors throughout Tonbridge & Malling Borough Council to meet their responsibilities to their colleagues by providing leadership, direction, purpose and support.

- Managers and supervisors will be expected to proactively seek out opportunities for service transformation and to set standards to ensure that the Council's performance is continuously improved.
- All managers and supervisors will contribute to developing an organisational climate that encourages innovation, by encouraging their staff to engage positively in service transformation and in developing new ways of working.
- Corporate working will be promoted throughout the Council.
- All managers and supervisors will be expected to behave in accordance with the Council's Supervisory and Management Capability Checklists.
- Up to date advice, training and support on Council policies and procedures for dealing with a range of employee relations issues will ensure consistency of management style.
- New managers and supervisors will be equipped for their role by participating in appropriate training and development activities.
- Throughout their careers with the Council managers and supervisors will have opportunities to attend training and development events that reflect their responsibilities.

Effective Recruitment & Retention

We want an employment package that attracts and retains capable people who are committed to delivering excellent services to the community.

- We will balance internal progression with external recruitment so that the Council continuously reinvigorates its talent pool, and that appropriate succession planning ensures an appropriately skilled workforce for the future.
- We will endeavour to attract suitable applicants by clear job descriptions, person specifications and advertisements.
- There will be a fair and consistent recruitment and selection framework that supports diversity within the workforce and that is regularly inspected by our internal audit team. Our workforce broadly reflects the ethnic and gender distribution of the residents of the borough.
- We will offer employees a fair and competitive rate for the job that reflects the principles of equal pay. We will ensure equal status for part-time staff.

In 2015/16 of a workforce of 275 permanent employees, 107 are employed on a part time basis.

- Wherever possible, we will offer employees flexible working opportunities that reflect the diversity of the workforce and facilitate a healthy Work Life Balance.
- We will ensure that working environments are safe and healthy. The Council is currently accredited with the ROSPA Gold Award.
- We will foster a supportive management ethos that recognises and values everyone's contribution.
- We will offer employees suitable training and development opportunities.

Communication and Team Working

We want to create a climate of trust, honesty and involvement. We recognise the need for open and honest two-way communication.

- We will maintain a system of annual individual appraisals and regular team briefings across the organisation.
- We will maintain a constructive relationship with accredited employee representatives and the Trade Union (Unison). There is an effective Joint Employee Consultative Committee which provides an opportunity for elected members, managers and employees to debate staffing issues.
- We will honour the Council's commitment to trust, honesty and involvement by working through employee relations issues according to the procedures specified in the Grievance, Disciplinary, Capability, Anti-Bullying and Harassment and Confidential Reporting Codes of Practice/Procedures.
- We will ensure that corporate information is easily accessible and will continue to develop the use of information technology for this purpose. All employees can access relevant corporate policies and e-learning modules on the Council's intranet.
- We will encourage development of a culture of corporate and co-operative working across the Council.
- We will encourage employees to influence the shape of future service delivery in an environment that embraces transformation and partnership working.

Workforce Development

We want employees to know how their contribution fits into the bigger picture, and to have the skills, knowledge and information they need to do their job effectively. We want them to feel committed to the Council and to enjoy coming to work.

- We will provide new employees with information about their job and employment package.
- Every new employee will undergo a customised induction process.
- All employee's will have an annual performance appraisal which will review their performance over the past year, set personal objectives for the year ahead, and identify any training and development needs.
- All employees will have access to training and development activities that are linked with their individual objectives as well as those of the service to which they belong.
- We will deal firmly and fairly with poor performance.
- On return from absence due to sickness, all employee's will engage in a return to work interview with their line manager that will attempt to identify any organisational factors which may have contributed towards their illness.

3 Achievement of Improvement Priorities for the period April 2015 to March 2016

Action	Progress
<p><u><i>Developing leadership capacity</i></u></p> <p>i) Provide structured development opportunities that enhance management capacity and enable succession planning that takes account of the anticipated departure of many senior staff over the next 5 years.</p>	<p>One of the Area Planning Officers has attended a short intensive managerial training course and the Chief Environmental Health Officer has attended a short course entitled Bid Proposal Writing. The Street Scene Manager successfully completed a NEBOSH qualification course in Occupational Health & Safety and the Healthy Living Manager successfully completed a course leading to accreditation as a Prince 11 Project Manager. The Housing Options Team Manager is currently undertaking a course of study leading to accreditation with a Level 5 Diploma in Housing.</p>

<p><u><i>Developing the skills and capacity of the workforce</i></u></p> <p>i) Support the development of appropriate officers in skill sets required to meet current legislation/service requirements.</p> <p>iii) Provide Basic First Aid and Paediatric First Aid training for staff employed on the Summer Play Scheme.</p>	<ul style="list-style-type: none"> ➤ There have been 185 instances of employees undertaking off the job seminars, workshops or short courses, and 256 e-learning courses were completed. ➤ This was provided and appropriate First Aid was administered to the small number of “casualties”.
<p><u><i>Organisational development</i></u></p> <ul style="list-style-type: none"> ➤ Continue to re-align the Council’s Establishment with its re-defined priorities. ➤ Continue to develop the knowledge base of elected Members in response to changes in legislation, Government initiatives etc. 	<ul style="list-style-type: none"> ➤ 59 adjustments to job roles, changes in working patterns, re-grades, and deletions of posts have been agreed at the meetings of the General Purposes Committee in June, and October 2015 and February 2016. ➤ Officers have provided Member briefings on a range of topics including planning and licensing, at Committee and Advisory Board meetings. In addition, the Leader attended the annual conference of the Local Government Association in order to provide up to date guidance on national trends etc.
<p><u><i>Resourcing, recruitment and retention</i></u></p> <p>i) Provide work placements to local schools.</p> <p>ii) Continue to provide apprenticeship placements for Customer Services at NVQ Level 2.</p>	<ul style="list-style-type: none"> ➤ Numerous work placement opportunities have been provided for Year 10 and 11 students. ➤ 2 placements were provided in partnership with K College and 1 was successfully “filled”. The success of the programme has

<p>iii) Seek to maintain the profile of the Council as an employer of disabled people by gaining re-accreditation of the Two Ticks Scheme.</p>	<p>been evidenced by the subsequent employment within the Council of this apprentice as a Clerical Support Officer.</p> <p>➤ The Council continues to be Two Ticks Accredited.</p>
<p><u>Pay and Reward</u></p> <p>i) Re-align the reimbursement of subsistence expenses with HMRC rates</p>	<p>> Undertaken March 2016.</p>

4 Equalities Monitoring 2015/16

In accordance with Equality legislation, the Authority is legally obliged to consider how our activities as an employer affect people who share different protected characteristics.

The information included in the tables below shows the outcomes of this monitoring for the period 2015/16. For the sake of comparison, a percentage analysis of the demographic profile of the Borough according to gender, ethnicity and disability is shown in Table 10 and a breakdown of the race, disability, gender and age distributions of the workforce in Tables 11 & 12.

In accordance with commitments made in the Equality Impact Assessment of the Flexible Working Policy the outcomes of the monitoring of the return rates from maternity leave and applications for flexible working are included in Tables 8 & 9.

Table 1 – Analysis of applications for jobs

Total Applicants	291
Male	148
Female	143
Disabled	7
Ethnic Minority	67

Shortlisted	89
Male	45
Female	44
Disabled	0
Ethnic Minority	11

Appointed	26
Male	15
Female	11
Disabled	0
Ethnic Minority	0

Table 2 – Analysis of Promotions

Promotions	16
Male	9
Female	7
Disabled	0
Ethnic Minority	0

Table 3 – Analysis of Disciplinary Hearings

Hearings	3
Male	0
Female	3
Disabled	0
Ethnic Minority	0

Table 4 – Analysis of Capability Hearings

Hearings	7
Male	3
Female	4
Disabled	0
Ethnic Minority	0

Table 5 – Analysis of Grievance Hearings

Cases	2
Male	0
Female	2

Disabled	0
Ethnic Minority	0

Table 6 –Instances of staff within the Council receiving training for which a direct cost has been incurred.

Total	White	Non White	Male	Female	Disabled
185	179	6	91	94	8

Table 7 – Applications for changes to working patterns and flexible working, and success rates

Nature of the request	Requests	Requests granted
Flexible retirement	0	0
Reduction/increase in working hours or change in working pattern	6	6

Table 8 – Return rates from maternity leave

Category	Number
Number of employees on maternity leave in 15/16	4
Number still on maternity leave in 2016/17	1
Number of employees who left the Council's employment on or shortly after returning from maternity leave	0
Number who returned to employment with the Council in 15/16	3

Table 9 – Demographic analysis of the Borough

Equality Characteristic	Percentage
Male	48
Female	52
White	96
Ethnic Minority	4
Permanently sick or disabled	3

Table 10 – Gender, disability and race distribution of the workforce

In March 2016 there were 275 employees, of which 107 were part time.

Equality Characteristic	Headcount
Gender	Male – 104 Female - 171
Disability	Employees who consider themselves to be disabled – 5

Ethnicity	White – 254 Black – 5 Asian or Asian Black – 4 Other Asian – 0 Mixed - 0
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Note – any discrepancies in the totals above are due to employees not disclosing personal information.

Table 11 – Age distribution of the workforce

Age range	Number of employees
Up to 19	1
20 - 25	11
26 - 35	42
36 - 45	58
46 - 55	86
56 - 65	71
Over 65	6

5 Workforce Development Plan April 2016 – March 2017

Developing leadership capacity

- Continue with the provision of structured development opportunities that enhance our management capacity and enable succession planning that takes account of the potential departure of many experienced staff over the next five years.

Developing the skills and capacity of the workforce

- Continue to support the ongoing professional development of staff, and to equip them with the knowledge and skills required to deliver services, to respond to changes introduced by the Government, and to the Council's transformational agenda. Specific areas of need will be identified during the 2016/17 performance appraisal process.

Organisational Development

- Consider the impact on the Council's policies of any proposals from the Government to amend existing employment legislation, and re-align the Council's HR policies with the timetable for any proposed amendments.

- Continue to provide briefings for Members on legislative change etc. at Committee meetings and Advisory Boards, and, where appropriate commission dedicated training sessions on cross cutting corporate issues such as safeguarding children and vulnerable adults.

Resourcing, recruitment & retention

- Continue to re-align the Council's Establishment with its re-defined priorities.
- Continue to explore options with other Councils for shared service delivery.
- Continue to ensure that work placements are provided to local schools, and opportunities are identified to offer apprenticeships in accordance with the targets set by the Government..
- Seek to maintain the reputation of the Council as an employer of disabled people by gaining re-accreditation of the Two Ticks Scheme (by February 2016).

Pay and Reward

- Track the benefits package offered by our competitors for staff and keep the Council's package under review (ongoing).
- Review the Pay Policy Statement (by March 2017).

Agenda Item 5

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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Agenda Item 6

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

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INFORMATION**

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Agenda Item 8

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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