Gedling
Borough Council

Agenda

Cabinet

Date:	**Thursday 12 October 2017**
Time:	**12.30 pm**
Place:	**Chappell Room**

For any further information please contact:

Lyndsey Parnell

Senior Democratic Services Officer

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Cabinet

Membership

Chair	Councillor John Clarke
Vice-Chair	Councillor Michael Payne
	Councillor Peter Barnes
	Councillor David Ellis
	Councillor Gary Gregory
	Councillor Jenny Hollingsworth
	Councillor Henry Wheeler
Observers:	Councillor Chris Barnfather

AGENDA

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Report of the Deputy Chief Executive and Director of Finance.

12   Forward Plan

Report of the Service Manager Democratic Services.

13   Progress Reports from Portfolio Holders.

14   Member's Questions to Portfolio Holders.

15   Any other items the Chair considers urgent.

MINUTES
CABINET

Thursday 7 September 2017

Councillor Michael Payne (Chair)

Councillor Peter Barnes   Councillor Henry Wheeler
Councillor Gary Gregory

Absent:	Councillor John Clarke, Councillor David Ellis, Councillor Jenny Hollingsworth and Councillor Chris Barnfather
Officers in Attendance:	J Robinson, D Alvey, A Dubberley, J Gray, D Wakelin and F Whyley

22   APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillors Clarke, Ellis and Hollingsworth. Apologies were also received from Councillor Barnfather (observer).

23   TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 27 JULY 2017.

RESOLVED:

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

24   DECLARATION OF INTERESTS.

None

25   NEIGHBOURHOOD PLANNING- SCHEME OF DELEGATION

The Service Manager Planning Policy introduced a report, which had been circulated prior to the meeting, seeking Cabinet approval for various delegated authorities to enable the process to produce Neighbourhood Plans in the Borough.

RESOLVED to:

1) Authorise the Service Manager, Planning Policy to provide technical support and advice to neighbourhood planning groups,

on emerging neighbourhood development plans in line with the relevant legislation and practice guidance;

2) Authorise the Service Manager, Planning Policy to determine whether the appropriate legal requirements outlined in Regulation 15 of the Neighbourhood Planning (General) Regulations 2012 have been met in relation to a draft neighbourhood development plan and to publish the draft plan;

3) Authorise the Service Manager, Planning Policy to identify and appoint an appropriate person to examine a draft neighbourhood development plan and to submit the plan to the examiner;

4) Delegate all other decisions and processes in respect of the Neighbourhood Planning Process to the Chief Executive, in consultation with the Portfolio Holder for Growth and Regeneration, except for the making of the Neighbourhood Development Plan.

26   LOCAL PLANNING DOCUMENT - ADDITIONAL PROPOSED HOUSING ALLOCATIONS AND MODIFICATIONS

The Service Manager Planning Policy introduced a report, which had been circulated prior to the meeting, proposing that further consultation should be carried out on the Local Planning Document as a consequence of feedback received from the planning inspector on the allocation of sites for future housing growth.

RESOLVED to:

1) Approve the Housing Background Paper Addendum 2 (September 2017) at Appendix 1 to this report and requested by the Inspector in her letter of 16th June 2017, to go out for a six week consultation period together with the amended housing allocations policies at Appendix 2 and the Sustainability Appraisal Publication Draft Addendum 4 at Appendix 3;

2) Authorise the Chief Executive, in consultation with the Portfolio Holder for Growth and Regeneration, to make any minor changes such as typographical, formatting or changes to imagery necessary to the modifications at Appendix 1, Appendix 2 and Appendix 3 prior to the consultation commencing; and

3) Authorise the Chief Executive, in consultation with the Portfolio Holder for Growth and Regeneration, to consider and approve consultation on any modifications to the Local Planning Document Publication Draft as a consequence of the examination process, following their consideration by the Inspector and in advance of final approval by Cabinet and Council.

27   **REVIEW OF COMPLAINTS RECEIVED BY THE COUNCIL AND ANNUAL REVIEW LETTER – LOCAL GOVERNMENT OMBUDSMAN 2016/17**

The Service Manager Legal Services introduced a report, which had been circulated prior to the meeting, informing Members of the receipt of the Annual Review letter from the Office of the Local Government Ombudsman and the complaints dealt with by the Council through the internal Complaints Procedure during the year 2016-17.

RESOLVED:

To note the report.

28   **EAGLE SQUARE IMPROVEMENTS**

The Service Manager and Economic Growth and Regeneration introduced a report, which had been circulated prior to the meeting, seeking support for works to Eagle Square and to report the outcome of public consultation on the proposals.

Members noted that these works were separate to the planned works to reinvigorate the market site in Arnold and the wider Town Centre area. It was also commented that further consideration should be given to the type of tree planters for the scheme so that they do not encourage future littering.

RESOLVED to:

1) Support the proposed modifications to Eagle Square; and

2) Note the intention to accept the winning tender for the works subject to this falling within the estimated cost.

29   **FORWARD PLAN**

Consideration was given to a report of the Service Manager, Democratic Services, which had been circulated prior to the meeting, detailing the Executive's draft Forward Plan for the next four month period.

RESOLVED:

To note the report.

30   **PROGRESS REPORTS FROM PORTFOLIO HOLDERS.**

Councillor Peter Barnes (Environment)

- Additional Park Ranger time has been allocated to Gedling Country Park resulting in staff on site every day.

Page 7

- Extension works at Carlton Cemetery would begin shortly.

- Waste Services are looking at improving information given to residents to ensure that all waste is collected in the correct bin.

Councillor Gary Gregory (Community Development)

- The Horticultural show at Richard Herrod Centre this Sunday would be open to the public between 1 and 4 pm.

- Colwick Skate Jam event would be taking place this weekend.

- The recently held Carlton Play day at Jubilee Park was well attended.

- Many residents enjoyed watching the Tour de Britain cycle race as it passed through the Borough on 6 September.

Councillor Henry Wheeler (Housing, Health and Well-being)

- Arnold Leisure Centre pool has recently re-opened to the public.

- Thanks to Leisure staff for their professionalism in dealing with a number of recent difficult issues.

- The County's Health and well-being strategy will be updated shortly and consultation is planned.

- Nottingham North and East Clinical Commissioning Group are to hold their annual public meeting at the Bonnington Theatre on 26 September.

- The Mental Health Befriending Service at Arnold Methodist Church will shortly be holding an event to mark their first year of operation.

- Temporary accommodation in the Borough is still full.

- The County Council has recently met Districts to progress joined up working in homelessness prevention.

31   **MEMBER'S QUESTIONS TO PORTFOLIO HOLDERS.**

None.

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

None.

The meeting finished at 1.20 pm

Signed by Chair:
Date:

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Report to Cabinet

Subject: Proposed sale of part of the former bowling green at Haywood Road, Mapperley

Date: 12 October 2017

Author: Director of Health and Community Wellbeing

Wards Affected

Porchester.

Purpose

To seek approval to proceed with the sale of part of the former bowling green at Haywood Road, Mapperley (as shown edged red on the plan at Appendix 1) and agree that the remainder be included as part of the discussions relating to community asset transfer of the community centre.

Key Decision

This is not a Key Decision.

Background

1.1   Members will recall that Cabinet considered a report from the Director of Health and Community Wellbeing on the future management of Haywood Road Community Centre and sale of the adjacent bowling green on 2 February 2017, and agreed to:

a)   authorise officers to progress community transfer of the centre to a community group or organisation which meets the criteria outlined in the Council's Community Asset Transfer Policy

b)   support the use of the asset management fund to undertake priority works to improve the condition of the community centre

c)   approve an application for outline planning permission for residential development on the bowling green land at Haywood Road, Mapperley (as shown edged red on the plan at Appendix 1 to the report)

d) agree, in principle, to the disposal of the bowling green and authorise Officers to advertise the Council's intention as required by S.123(2A) of the Local Government Act 1972

e) authorise the Portfolio Holder to take the decision to dispose of the bowling green in accordance with the proposals set out in the report, subject to consideration of objections received pursuant to the Statutory Consultation and in compliance with the Council's Standing Orders and

f) express appreciation for the passion and the plans of the new members of the Community Association and agree that any future propositions from the Association that satisfy the Council's financial requirements should be taken into account when the decision to dispose of the bowling green is considered.

1.2 Following Cabinet's consideration of this report, the community centre and bowling green was listed as an Asset of Community Value (ACV) on 15 May 2017. This means that the Council cannot dispose of any part of the land unless certain conditions in the Localism Act 2011 are met. Certain disposals are exempt; however these do not apply in this case.

1.3 Prior to disposal the Council ("owner") must have notified itself (in its capacity as the "local authority") in writing that it wishes to enter into a relevant disposal of the land. Once notification is given, the local authority must:

- amend the relevant entry on the ACV list, providing the date the notice was received and the end of the moratorium periods

- notify the nominator of the intention to dispose of the land

- publicise the information in the area where the land is situated.

1.4 An interim moratorium period will start on the date the written notification is given to the local authority and will run for six weeks. During this period:

- the owner can only dispose of the listed land to a community interest group

- a community interest group may give written notice to the local authority that it wants to be treated as a potential bidder in relation to the land.

1.5 If no request is made by a community interest group within the six week interim moratorium period, the owner is free to dispose of the land at the end of the period, and no further moratorium will apply for 18 months from the date of written notification to the local authority.

1.6   If a community interest group make a written request to be treated as a bidder for the listed land, the local authority must inform the owner that this request has been received and that the full six-month moratorium period will operate. If the community interest group can make an attractive enough bid for the land, the owner can accept the bid, but is not obliged to.

1.7   During the full moratorium period, an owner can continue to market their land and negotiate sales but cannot exchange contracts or enter into a binding contract to exchange contacts, except to a community interest group. After the full moratorium period, the owner can dispose of land to whoever they choose.

1.8   It is important to note that after having requested to be treated as a potential bidder there is:

- no obligation for the community interest group to make an offer or to buy or acquire any interest in the land

- no right for the community interest group to buy or acquire any interest in the land

- no obligation on the land owner to dispose of the land to the community interest group on any terms.

1.9   Preparation for asset transfer of the community centre to the Haywood Road Community Association ("the Association") has been initiated. Officers met with members of the Association's new committee in April 2017 to offer advice regarding the current operation of the building and the current division of responsibilities between the Association and the Council. The Association were given permission to use the now redundant bowls changing rooms and information regarding the Council's community asset transfer submission process and tools to support this process has been shared with them.

The Association has made good progress to date in running the centre. The hours of the pre-school have been extended and new Pilates, Yoga and Weightwatchers groups have been established. There has also been a monthly junior disco and plans to hold a Christmas craft market. Monthly income from bookings has increased.

The Association has the ambition to become a Charitable Incorporated Organisation and has also started to develop a business plan for the Centre; these are criteria set out in the Council's Community Asset Transfer Policy.

In addition, the Association has arranged some successful events on the bowling green and at the community centre for the benefit of the community: outdoor cinema evenings, a memorial event for Jo Cox MP

and an outdoor disco.

1.10   In respect of the emerging Local Planning Document, there is an outstanding objection that has been made by the Haywood Road Community Group, which proposes that the bowling green becomes a Local Green Space.

Proposal

2.1   As a result of discussions with the Association, the Council recognises there is a balance to be struck in making a proportion of previously inaccessible green space available for the community against the need to increase the supply of new homes and to meet the financial challenges set out in the previous report to Cabinet at Appendix 2.

2.2   It is therefore proposed that the Council continues to progress with the Community Asset Transfer of the community centre but also includes in those discussions the opportunity to transfer part of the bowling green alongside the community centre. As outlined in the previous Cabinet report at Appendix 2, in accordance with the Council's adopted Community Asset Transfer Policy there will be a need to assess the viability of both the asset and community capacity before asset transfer can proceed. A further report will be brought to Cabinet in relation to the asset transfer in due course.

2.3   In the meantime, it is proposed that disposal of the rest of the bowling green for residential development should be progressed by officers. Initial designs indicate that at least five homes can be accommodated on this smaller site (as indicated edged red on the plan at Appendix 1) which could generate a minimum receipt in the region of £300k. In accordance with the reasons set out in the previous report attached at Appendix 2, it is proposed that approval is given to apply for outline planning permission to enable residential development on this smaller site (edged red on the plan at Appendix 1) in view of the fact a site with planning permission is likely to attract higher bids than a site without it. If outline planning permission was applied for it is likely that reference would be made to the outstanding objection proposing that the bowling green becomes a Local Green Space. Members are therefore asked to agree in principle to the disposal of part of the bowling green and authorise officers to make the application for planning permission.

2.4   The plan at Appendix 1 shows the part of the bowling green proposed for residential development edged red and the part to be included in the discussions with the Association edged blue. Whilst it is not expected that there will be a material change, this plan is for indicative purposes at this stage in order to give flexibility in discussions with the Association and to maximise development on part of the site. It is proposed that the Deputy Chief Executive and Director of Finance in consultation with the Portfolio Holder is given delegated authority to agree the extent of the part to be sold for residential development.

2.5   Cabinet will recall that the previous report attached at Appendix 2 included reference to the fact that the Council is required to advertise its intention to dispose of the bowling green in s.123 (2A) of the Local Government Act 1972 and approval was given for this to be done. The requirement to advertise applies whether the Council disposes of the bowling green for development or as part of a community asset transfer. Therefore it is proposed that Officers proceed to place the necessary advertisement in respect of the whole bowling green. If the Council only places the notice in respect of the part of the bowling green to be sold at this stage, and then approval is given to transfer the remainder of the bowling green as part of an asset transfer, a further advertisement will have to be placed.

2.6   As set out in the background section, given the fact that the community centre and bowling green are now registered as an asset of community value, the Council must give the appropriate notification under s.95 of the Localism Act 2011 if it intends to dispose of all or part of the site. Again, the requirement to give the section 95 notification applies whether the Council intends the disposal to be to a developer or as part of a community asset transfer. It is therefore proposed that approval is given for the Deputy Chief Executive and Chief Financial Officer to notify the local authority that the Council wishes (as owner) to dispose of the whole site. This will avoid the need to give a second notification at a later date.

2.7   It is also proposed that Cabinet delegates authority to the Deputy Chief Executive and Director of Finance to consider any objections received following the section 123 advertisement and make the final decision to sell part of the bowling green for residential development. In accordance with the commitment given by Cabinet previously, the Deputy Chief Executive and Director of Finance, in consultation with the Portfolio Holder, will take into account any future propositions from the Association that satisfy the Council's financial requirements when the decision to sell part of the bowling green is considered. Should he agree to the disposal, Members will recall that section 123 of the Local Government Act 1972 specifies that the Council shall not dispose of land for consideration less than the best value that can reasonably be obtained without the consent of the Secretary of State.

2.8   Should planning permission be granted and, following the statutory notification process, a sale agreed, it is proposed the disposal will be effected by private treaty rather than in accordance with the tender procedure set out in Standing Orders for the reasons set out in the Cabinet report attached as Appendix 2.

2.9   In accordance with Standing Orders, the Chairman of the Overview and Scrutiny Committee and Ward members were previously consulted on the proposed disposal of the community centre and bowling green and their comments were taken into account at the Cabinet meeting in February. There is no specific requirement in Standing Orders to re-consult, however the proposal to make a part of the bowling

green available as part of an asset transfer and to proceed to sell the rest for development has been brought to their attention.

2.10 The Equality Impact Assessment attached to the previous Cabinet report has been reviewed and is attached at Appendix 3.

Alternative Options

3 The Council could choose to include the entire bowling green in the Community Asset Transfer accordance with the Association's initial preferences. However, given the Council's financial pressures and the requirement for more new homes in the Borough, the compromise position of aiming to transfer part to the community and to sell part for financial consideration is preferable.

The Council could choose to proceed with the sale of the whole of the bowling green for housing development.

Financial Implications

4.1 The sale of the bowling green site for residential development (edged red) is likely to generate a minimum capital receipt up to £300,000 which will be used to support the Council's future capital programme and reduce the borrowing requirement and avoid debt repayment and interest costs in the revenue budget. The Council would also benefit from council tax payments in due course if the site is developed for housing.

4.2 Should a community interest group give written notice to the Council that it wants to be treated as a potential bidder during the interim moratorium period, this will delay a sale by up to 6 months which means that a capital receipt is unlikely to be realised during the current financial year.

4.3 In the event that the Centre and part of the bowling green are not subject to a Community Asset Transfer to a community organisation, the Council will need to reassess their options for the future of the site in its entirety.

Appendices

5 Appendix 1 - Plan

Appendix 2 - Report to Cabinet dated 2 February 2017

Appendix 3 - Revised Equality Impact Assessment

Background Papers
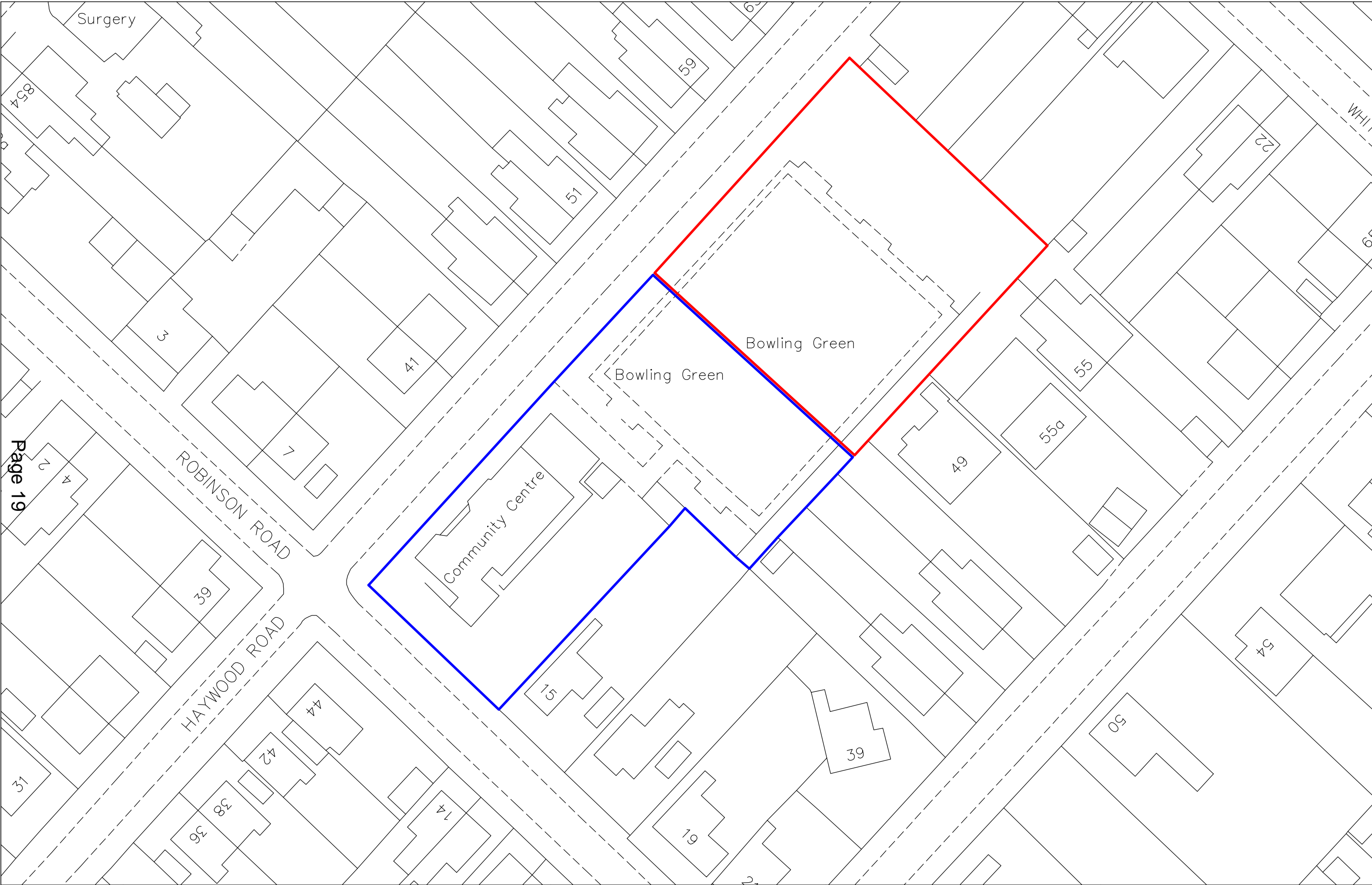
6   None.

Recommendations

THAT Cabinet:

a) authorises officers to include the part of the bowling green edged red on the plan at Appendix 1 in the discussions with the Association about the community asset transfer of the community centre

b) agrees, in principle, to the disposal of the part of the bowling green as indicated edged red on the plan at Appendix 1

c) authorises the Deputy Chief Executive and Director of Finance in consultation with the portfolio holder to agree the extent of the bowling green to be sold

d) gives approval to apply for outline planning permission for residential development on the Bowling Green land at Haywood Road, Mapperley (as indicated edged red on the plan at Appendix 1 to the report)

e) authorises the Deputy Chief Executive and Director of Finance to give the necessary notification under s. 95 of the Localism Act 2011 that the Council wishes to dispose of the community centre and bowling green

f) authorises the Deputy Chief Executive and Director of Finance in consultation with the portfolio holder to take the decision to dispose of the surplus part of the bowling green, subject to consideration of objections received pursuant to the Statutory consultation and in compliance with the Council's Standing Orders and

g) authorise sale by private treaty.

Reasons for Recommendations

7   The reasons for these recommendations are to achieve a balance between the Council's priority to increase the supply of new housing, generate a capital receipt to assist with addressing major financial challenges and respond to the views/concerns of local residents.

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Surgery

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WHITEM

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Bowling Green

Bowling Green

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Community Centre

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ROBINSON ROAD

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HAYWOOD ROAD

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DRAWN BY	P GOODWIN	SCALE	1/500	SCHEME		CIVIC CENTRE, ARNOT HILL PARK
				HAYWOOD ROAD COMMUNITY CENTRE		ARNOLD
DATE DRAWN		DRAWING NUMBER				NOTTINGHAM, NG5 6LU

GEDLING
BOROUGH COUNCIL

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Report to Cabinet

Subject: Future management of Haywood Road Community Centre and sale of the adjacent bowling green

Date: 2 February 2017

Author: Director of Health and Community Wellbeing

Wards Affected

1   Borough wide

Purpose

2   This report sets out proposals to agree the future management arrangements of Haywood Road community centre and subject to following statutory process, to sell the adjacent bowling green for residential development.

Key Decision

3   This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more wards of the Borough.

Background

4   The Council owned facility at Haywood Road, Mapperley includes a former bowling green, edged red on the plan and community centre, edged blue on the plan at Appendix 1. Up until October 2016, Porchester Bowls Club used the bowling green but they have now relocated to the Arboretum in Nottingham. This follows consolidation of outdoor bowling within Gedling at Arnot Hill Park and Conway Road, in accordance with the approved playing pitch strategy and in order to reduce expenditure. The community centre is owned by the Council with onsite management being undertaken by a management committee comprising of local volunteers - the Haywood Road Community Association. The Association occupy the premises under a tenancy at will which has been in place since July 1975. The Council retains responsibility for the external fabric of the building and business rates.

As can be seen from the table below, the main user of the community centre is a local pre-school which operates on Mondays, Tuesdays and Thursdays between 9.15 and 12.15 and also on a Friday from 9.15 to 2.45. Playgroup/pre-school activities have taken place at the centre since 1974. The community centre is used by a number of groups which is detailed in the following table. The community centre can be booked for parties, meetings etc. and is also used by the Council during elections as a polling

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station. On an average week, the centre is in use approximately 25 hours, compared to an average of approximately 46 hours across the rest of the Council's portfolio of community centres.

Group	Volume and Frequency of Usage
Circle Dance Group	Approximately 20-25 users, one session of 3 hours per week
Mapperley Artists	Understood to have low numbers, two sessions and a total of 5 hours per week
Haywood pre-school	34 families use the preschool in total. 39 children were registered with the preschool in February 2016. The pre-school uses the centre on Mondays, Tuesdays and Thursdays between 9.15 and 12.15 and also on a Friday between 9.15 to 2.45.
Scrabble Club	Approximately 30 users, one session of 3 hours per week
Mapperley Women's Institute	Once a month, 3 hour session
Porchester Garden Club	Once a month, 2.5 hour session
Porchester Labour Party	Once a month, 2.5 hour session
Gedling Constituency Labour Party	Once a month, 2.5 hour session
Polling Station	1-2 days per year maximum

Table 1 Current users of the community centre

Taking the site as a whole, a summary of the current situation is that the bowling green is now surplus to requirements and the community centre is under-used and in need of some investment (see condition survey at Appendix 2). In addition, four long-serving members of the management committee have given notice of their intention to stand down at this April's Annual General Meeting.

In view of this and in light of the Council's need to reduce costs and maximise income from its assets, consideration has been given to the future of both the bowling green and the community centre. Over the course of the last year, informal discussions have taken place with the Community Association and user groups to alert them to the Council's financial pressures and to explain that the Council was exploring potential disposal of the site for residential development. It's been emphasised throughout that no decisions have been made and that if and when there came a need for any groups to relocate, support would be made available.

Building on the informal discussions that have taken place with user groups, a 6 week period of consultation was undertaken with local residents between 31 October 2016

and 16 December 2016. Residents were invited to express their views about the future of the site and, in particular, about the possibility of its sale for residential development. The consultation was in the form of a letter to nearby properties, a letter to user groups, letters made available in the community centre, on street notices outside of the community centre and bowling green, a public notice in the Nottingham Post and a dedicated page on the Council's website.

The consultation generated significant interest and a summary of the number and nature of responses received is set out below. More details are attached at Appendix 3.

Total Respondents	1456		
Method of response			Number of respondents
	Letters		10
	Emails		137
	"Save Haywood Road Community Centre" paper petition		456
	"Save Haywood Road Community Centre" e petition		821
	Circle Dance Group paper petition		32
In favour of sale	1		
Against sale	1455		
Stated to be Current users	67	Reason for current use	
		Art Club	1
		Dance group	38
		Scrabble Club	3
		Preschool	13
		Reason not stated	12
Stated as past users	88	Reason for past use	
		Rainbows/brownies and guides	6
		Preschool	36
		Yoga	1
		Parties	12
		Playgroup	13
		Meetings	1
		Classes and voting	1

		Jumble sale to raise funds for red cross	1
		Reason not stated	17
Not stated as past or present users	1301		
Interested in volunteering help	5		
Submitted proposals/business cases	3		
Making statements on behalf of groups or organisations	4	Groups making representations together with a summary of their comments which are also reflected throughout Appendix 3.	
		Circle Dance Group – The group has been using the Community Centre for 20 years. It is not possible for many members to travel to other centres as many of them do not have cars and would be nervous to travel further from home.	
		Haywood Road Preschool. - The Preschool is run by a voluntary parent committee. It provides essential early years education to support local families and children in Mapperley. It is rated good by Ofsted and is the only preschool in Porchester Gardens. It supports 34 families and is a local employer of 7 contracted and 5 supply staff. These staff are at risk of redundancy should the community centre close down. The preschool could grow to meet the Government's 30 hour free childcare offer from September 2017.	
		Save Haywood Road Community Centre Steering Group. This group put forward comments on why the community centre and bowling green should remain available to the community and also stated that they could be managed by the community, for the community.	
		Green Scene (not previously involved with the Community Centre and Green). – This Group put forward a proposal for the bowling green to be used as a community heritage garden. See also Background Paper 1.	

Table 2 Summary of consultation responses

All but one of the responses received oppose the sale of the site for residential development. Many of the comments received raised planning issues related to the potential redevelopment of the site, including loss of public amenity, creation of additional traffic and exacerbating parking problems. Such planning related issues would need to be considered by Planning officers and be reported to Planning Committee if and when a decision was made to proceed with a development. If the decision was taken to sell the bowling green and/or community centre for residential development, then, in principle, the Council as landowner would need to submit a planning application and make a case for the development that satisfies or addresses planning policy requirements. At that point consultation would be carried out on the planning application that was submitted and interested parties would be able to make representations in respect of the planning application once full details of the proposal were available.

Other comments focused on the potential loss of community facilities, particularly given the dense residential area in which they are located and the limited alternative locations nearby for their re-provision. Other feedback attributed current lack of usage of the community centre to limitations with its current management, uncertainty regarding its future and lack of investment to improve its condition.

In assessing the consultation feedback, there's a distinction to be drawn between the community centre and the bowling green. It has proved particularly difficult to identify an alternative location for the main user of the centre - the pre-school – that is both suitable and nearby. It is also accepted that while a huge amount of credit must go to the current voluntary management group for their committed service over many years, a 'freshening up' of the management arrangements does have the potential to widen and increase participation at the centre. With regard to the bowling green, as has already been referenced, the Porchester Bowls Club no longer operate from the site and it is surplus to requirements in terms of the Council's outdoor bowls provision. While it contributes to the visual amenity of the street scene, it has not been accessible or available to the public for many years and as such, would not represent a loss of a community facility in the same manner as the community centre.

Proposals

5   In considering a way forward, there is a difficult balance to be struck between the Council's desire to retain community facilities, respond positively to the views of local residents and meet the challenge of reducing expenditure and/or generating income equivalent to £3.5 million by 2020.

As described above and set out in more detail at Appendix 3, there is strong support to retain both the community centre and the bowling green. However, when weighing up social value and financial considerations, there is a clear distinction between the two facilities – the bowling green being surplus to requirements and no longer in use, the community centre providing a number of current activities and having the potential to provide an improved and expanded offer.

It is therefore proposed that the community centre is retained and that officers work towards transferring the ongoing management of the centre to a community organisation which meets the criteria outlined in the Community Asset Transfer Policy. In the event that the current association is no longer in existence from 1st April 2017

the Council's Community Relations Team will need to step in to provide support and ensure that the centre remains operational. It is hoped the transitional period will be no longer than 12 months.

A letter from Leonie Dunleavy on behalf of the Save Haywood Road Community Steering Group dated 20 January 2017 highlights the group's plans and intentions to pursue asset transfer in relation to the community centre and the green space. This is attached at Appendix 4.

In line with the Council's adopted Community Asset Transfer Policy, there will be need to assess the viability of both the asset and community capacity before we proceed with asset transfer. Such an assessment is likely to highlight factors that will potentially have financial implications for the Council. For example, the need to undertake any additional building condition surveying and support to ensure a community organisation has a robust business plan to deliver asset transfer. The latter could be in the form of initial legal costs, business plan development, advice or a grant to support the first few years of management.

In addition, the Council may need to draw upon independent legal advice if there are areas of legal consideration that fall outside the expertise of the Council and where the Council does not have the current capacity to provide full legal support.

It is recognised that some investment is needed in the centre in order for it to be viable for ongoing community use. It is proposed that the Council contribute towards the costs of the priority works using the asset management fund in order to support an asset transfer.

Officers also intend to explore opportunities to allow community use of the garden space associated with the centre in order to respond to consultation comments relating to community open space

With regard to the bowling green, it is proposed to proceed to sell the site for residential development. Initial designs indicate that approximately 11 homes can be accommodated on the site and generate up to £500,000. It is proposed that approval is given to apply for outline planning permission for residential development on the Green. It is in the Council's interest to apply for planning permission because sites that have this benefit are likely to attract higher bids than sites which do not. The Council would also financially benefit from council tax payments resulting from this development.

If planning permission is not granted, an alternative use of the site will need to be considered at that point.

It is proposed that Cabinet agrees in principle to the disposal of the bowling green and authorises the appropriate statutory notice to be placed in the local newspaper under S.123(2A) Local Government Act 1972.

Should planning permission be granted and, following the statutory notice process, the sale agreed, it is proposed that the disposal will be effected by private treaty rather than in accordance with the tender procedure set out in the Standing Orders. Disposal in accordance with the tender procedure merely necessitates that the site is marketed

in one local newspaper with sealed bids being required by a certain date. This form of marketing may be unlikely to attain the market value for this particular site as it may not attract the highest amount of potential purchasers. This is because potential purchasers of development sites such as this do not necessarily look in local newspapers for advertisements of land for sale. They tend to purchase through marketing agents.

A preferable way to sell would be via private treaty because a marketing agent's database affords exposure to a large number of existing pre-qualified prospects. This method of sale can also reach any new prospective purchasers via the internet marketing, colour brochures and on-site signage that a marketing agent also produces.

Thus the promotional benefits of selling via private treaty through an agent can ensure that much of the target market is accessed.

In accordance with Standing Orders, the Chairman of the Overview and Scrutiny Committee and Ward Members have been consulted and the comments received can be summarised as follows:

- It is clear that there is a strength of feeling in the ward that the site should not be sold given the lack of community facilities and green space in the area. Due consideration should be given to the responses to the consultation exercise and the strength of public feeling.

- Whilst it is appreciated that the Council is under significant pressure financially, Cabinet is asked to find a way to work towards asset transfer of the community centre. This is an opportunity for the community to work with the council to make this into a thriving community facility.

- It is understood that the council has to make some difficult decisions to balance the books and has to consider options which it wouldn't otherwise want to, but it is hoped that every effort is made to create some publicly accessible green space.

- No objections raised in relation to the proposal to sell by private treaty instead of via a tender process.

Alternative Options

6.1   The Council could choose to retain both the bowling green and the community centre. However, given that there is adequate alternative bowling provision elsewhere, the fact that the land is not currently in use, and the Council's financial pressures, this is not a preferred option. Although the proposal put forward by Green Scene (see Background Paper 1) contained innovative ideas, if the Council chose not to sell the land it would put extra pressures on the Council's finances.

6.2   Selling both the community centre and the bowling green would be the most financially attractive alternative option to the Council but as has already been covered elsewhere in the report, it has not proved possible to identify a suitable alternative location for the pre-school for which there is significant local need and demand.

Financial Implications

7   The sale of the bowling green site will generate a capital receipt of up to £500,000 which will be used to support the Council's future capital programme and reduce the borrowing requirement and avoid debt repayment and interest costs in the revenue budget. The Council would also benefit from council tax payments in due course.

There are a number of priority capital works that are required, and further assessments will be made to determine the value of these works. It is, however, envisaged that the funding of these works can be accommodated within the Asset Management Fund. Other non-priority works have also been identified, and it is expected that council officers will work with the new community organisation to develop grant bids and secure funding to deliver these works.

Should the Council need to step in to keep the centre operational during the transitional period between the end of the current management arrangements and the proposed transfer of the centre to a community organisation which meets the criteria set out in the Community Asset Transfer Policy, there may be additional resource implications for the Council. If the transitional period is approximately 12 months, as detailed in paragraph 5 above, it is expected that additional costs will not exceed £20,000 which can be accommodated from available earmarked reserves. The appropriate budgets will be established in accordance with Financial Regulations for usage of reserves and reported to Cabinet as part of the usual quarterly performance monitoring report. In the event that the centre is not subject to a Community Asset Transfer to a community organisation, the future operating model and budget implications will require further consideration by the Council.

Legal Implications

8   The Council has conducted a consultation exercise with respect to the proposals for the future of the community centre and bowling green. The responses to that consultation exercise must be conscientiously taken into account when this decision is taken.

Regard must also be had to the Council's duty under the Equality Act 2010 to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between protected groups, including consideration of the Equality Impact assessment attached at Appendix 5 to this report. An Equalities impact Assessment was carried out prior to the Consultation. The assessment shown in Appendix 5 is an amended version of this which reflects any material comments that have been expressed. Cabinet must consider what the impact of the proposals will be on the needs of those with protected characteristics and whether the need to identify financial savings outweighs this potential impact.

The Council's Standing Orders for Dealings with Land state that:

The executive shall consult with the Chairman of the Overview and Scrutiny Committee and ward members before making any decision to dispose of any land or property other than the sale of council houses to sitting tenants pursuant to the right to buy.

The Standing Orders also state that:

In the case of the disposal of real property other than a house or houses and where the Director assesses the value of such property to be less than £20,000 he shall adopt such method of disposal as appears to him to be appropriate in the circumstances.

In the case of the disposal of any other real property the sale shall be effected by tender in accordance with the following tender procedure unless the relevant Cabinet member authorises a different method of disposal after consultation with the Chairman of the Overview and Scrutiny Committee.

The Council is required to advertise its intention to dispose of the bowling green in 2 consecutive weeks in a local newspaper under S.123(2A) Local Government Act 1972. Any objections received following this statutory notice must be taken into account prior to any final decision taken on the disposal.

Should Council agree to dispose of the Green, section 123 of the Local Government Act 1972 specifies that a Council shall not dispose of land "for a consideration less than the best that can reasonably be obtained" without the consent of the Secretary of State.

Any transfer of the community centre to a community organisation must comply with the Council's approved Community Asset Transfer Policy.

The Centre and Green were not gifted to the Council. The Centre site being part of former allotment land and site of a bungalow known as 46 Haywood Road was purchased by Carlton Urban District Council (now Gedling Borough Council) on 24.2.1958 for £2,750. The Green was purchased by Carlton UDC on 25.5.1955 for £1,573. There are no covenants which require the land to continue to be used for the benefit of the whole community.

Background Papers

9   1. 'Mapperley Heritage Garden' Proposal for Haywood Road Community Centre Site.

Appendices

10   Appendix 1   - Plan showing the Community Centre and the Green

       Appendix 2   - Condition Survey of the Community Centre

       Appendix 3   - Report on, and feedback from, consultation.

       Appendix 4   - Save Haywood Road Community Centre Steering Group letter

       Appendix 5   - Equality Impact Assessment

Recommendations

11   **THAT Cabinet:**

a) authorises officers to progress community transfer of the centre to a community group or organisation which meets the criteria outlined in the Council's Community Asset Transfer Policy

b) supports the use of the asset management fund to undertake priority works to improve the condition of the community centre.

c) gives approval to apply for outline planning permission for residential development on the Bowling Green land at Haywood Road, Mapperley (as shown edged red on the plan at Appendix 1)

d) in principle, agrees to the disposal of the Bowling Green and authorises Officers to advertise the Council's intention as required by S.123(2A) of the Local Government Act 1972

e) authorise the Portfolio Holder to take the decision to dispose of the Bowling Green in accordance with the proposals set out in the report, subject to consideration of objections received pursuant to the Statutory Consultation and in compliance with the Council's Standing Orders

Reasons for Recommendations

12   The reasons for these recommendations are as follows:

a) to protect and improve an important local community facility

b) to generate a capital receipt for the Council

c) to support the Council's asset transfer policy and facilitate the provision of additional homes

d) in order to comply with Statutory obligations.

MINUTES
CABINET

Thursday 2 February 2017

Councillor Michael Payne (Chair)

Councillor Peter Barnes   Councillor Jenny Hollingsworth
Councillor David Ellis   Councillor Henry Wheeler
Councillor Gary Gregory

Observers: Councillor Chris Barnfather

Absent: Councillor John Clarke

Officers in Attendance: H Barrington, J Gray, M Hill, L Juby, D Wakelin and
                         A Dubberley

55   APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillor Clarke.

56   TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 8 DECEMBER 2016.

RESOLVED:

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

57   DECLARATION OF INTERESTS.

None

58   ANNUAL PROGRAMME OF COMMUNITY EVENTS 2017/18

The Service Manager Community Relations introduced a report, which had been circulated prior to the meeting, proposing a programme of community events for the upcoming year.

RESOLVED:

To approve the programme of community events for 2017/18 as detailed in Appendix 1 to the report.

59   PROPOSED SALE OF COMMUNITY CENTRE AND FORMER BOWLING GREEN AT HAYWOOD ROAD, MAPPERLEY

The Director of Health and Community Wellbeing presented a report, which had been circulated prior to the meeting, setting out proposals to agree the future for Haywood Road Community Centre and the adjacent Bowling Green.

Councillor Payne invited Paul Drury, on behalf of the Save Haywood Road Community Centre Steering Group, to address the Cabinet.

RESOLVED to:

1) Authorise officers to progress community transfer of the centre to a community group or organisation which meets the criteria outlined in the Council's Community Asset Transfer Policy;

2) Support the use of the asset management fund to undertake priority works to improve the condition of the community centre;

3) Approve applying for outline planning permission for residential development on the Bowling Green land at Haywood Road, Mapperley (as shown edged red on the plan at Appendix 1 to the report)

4) Agree, in principle, to the disposal of the Bowling Green and authorise Officers to advertise the Council's intention as required by S.123(2A) of the Local Government Act 1972;

5) Authorise the Portfolio Holder to take the decision to dispose of the Bowling Green in accordance with the proposals set out in the report, subject to consideration of objections received pursuant to the Statutory Consultation and in compliance with the Council's Standing Orders; and

6) Express appreciation for the passion and the plans of the new members of the Community Association and agree that any future propositions from the Association that satisfy the Council's financial requirements should be taken into account when the decision to dispose of the Bowling Green is considered.

60   **QUARTER 3 BUDGET MONITORING, PERFORMANCE DIGEST & VIREMENT REPORT**

The Deputy Chief Executive introduced a report, which had been circulated prior to the meeting, informing Members of the likely outturn of the Revenue and Capital Budgets for the 2016/17 financial year as at the end of Quarter 3.The Director of Organisational Development and Democratic Services provided some details of performance for the same period.

RESOLVED to:

1) Note the progress against Improvement Actions and Performance Indicators in the 2016/19 Gedling Plan;

2) Approve the General Fund Revenue Budget virements included in Appendix 1 to the report;

3) Approve the changes to the capital programme included in paragraph 2.2.3; and

4) Note the Portfolio Holder virements and use of reserves and funds during the last quarter as detailed in appendices 3 and 4 to the report.

61   **PRUDENTIAL CODE INDICATOR MONITORING 2016/17 AND QUARTERLY TREASURY ACTIVITY REPORT FOR QUARTER ENDED 31 DECEMBER 2016**

The Deputy Chief Executive introduced a report, which had been circulated prior to the meeting, informing Members of the performance monitoring of the 2016/17 Prudential Code Indicators, and advising Members of the quarterly treasury activity, as required by the Treasury Management Strategy.

RESOLVED:

To note the report, together with the Treasury Activity Report for Quarter 3 at Appendix 1 to the report, and the Prudential and Treasury Indicator Monitoring for Quarter 3 at Appendix 3 to the report.

62   **ENFORCEMENT ARRANGEMENTS FOR THE CALVERTON PARISH COUNCIL'S CAR PARKS AT ST WILFRID'S SQUARE CALVERTON**

The Service Manager Property introduced a report, which had been circulated prior to the meeting, seeking approval for the Council to take responsibility for parking enforcement at Calverton Parish car parks.

RESOLVED to:

1) Agree to accept responsibility for the civil enforcement of the parking in the car parks at St Wilfrid's Square;

2) Enter into a legal agreement with the Parish Council to enable the Borough Council to 'provide' the car parks at St. Wilfrid's Square for the purposes of section 32 of the Road Traffic Regulation Act, and the Parish Council agreeing to pay the Borough Council's costs of such an agreement;

3) Authorise the Deputy Chief Executive, in consultation with the Director of Organisational Development and Democratic Services, to agree the form and content of the necessary legal agreement; and

4) Authorise the Deputy Chief Executive, in consultation with the Director of Organisational Development and Democratic Services, to take all necessary steps to revoke the existing Order and bring into effect a new Car Park Order in accordance with the proposals set out in the report, including consideration of objections received pursuant to the statutory consultation and any necessary decisions pursuant to the applicable regulations.

63   CARLTON SQUARE CAR PARK

Consideration was given to a report of the Service Manager Property which detailed proposals to sell an area of land plus associated right of way to create car parking for residential development in Carlton Hill.

RESOLVED to:

1) Approve the sale of the Land direct to the Purchaser and grant a right of way over the land edged brown on the plan at Appendix 1 for £55,000 without using the tender process as defined in the Standing Orders for Dealings with Land, subject to the removal of the Land from the current Off Street Parking Places Order;

2) Remove the land from the current Off Street Parking Places Order with a new Order made to reflect this otherwise on the same terms as the existing order, namely the Gedling Borough Council (Civil Enforcement Off-Street Parking Places) Order 2014 which will be revoked by the new Order; and

3) Authorise the Deputy Chief Executive, in conjunction with the Director of Organisational Development and Democratic Services, to take all necessary steps to amend and bring into effect the relevant Car Park Order in accordance with the proposals set out in the report, including consideration of objections received pursuant to the statutory consultation and any necessary decisions pursuant to the applicable regulations.

64   TOP WIGHAY FARM DEVELOPMENT BRIEF

The Service Manager Planning Policy introduced a report, which had been circulated prior to the meeting, presenting the Top Wighay Farm Development Brief for approval.

RESOLVED:

To approve the Top Wighay Farm Development Brief, at Appendix C to the report, as a Supplementary Planning Document to allow inspection by members of the public and other interested parties.

65   FORWARD PLAN

Consideration was given to a report of the Service Manager, Elections and Members' Services, which had been circulated prior to the meeting, detailing the Executive's draft Forward Plan for the next four month period.

RESOLVED:

To note the report.

66   PROGRESS REPORTS FROM PORTFOLIO HOLDERS.

Councillor Henry Wheeler (Housing, Health and Well-being)

- Concern had been expressed about the recent merger of Gedling Homes parent company with a new firm and the fear that this may lead to services becoming inaccessible to tenants.
- It was hoped to extend the Citizen's Advice Bureau service to more locations in the Borough.
- There was still a high level of demand for the Housing Needs service with all temporary accommodation in use.
- The Health Suite at Carlton Forum Leisure Centre had recently opened.
- The Bestwood Healthy Communities project was still carrying on despite the loss of a key staff member.
- More funding had been secured by Age UK's Men in Sheds project.
- The local clinical commissioning group was currently consulting on the proposals for some hospital based health care to be delivered in the community.

Councillor Peter Barnes (Environment)

- Christmas lighting around the Borough was well received
- There would be some promotion of the garden waste scheme with the intention of increasing the customer base.
- Construction work on the Country Park's visitor centre was progressing well.

Councillor David Ellis (Public Protection)

- Recently attended an emergency planning briefing for managers which highlighted the importance of the role of members in the event of a large scale emergency.

- Licensing staff would be visiting Derby to carry out enforcement on Gedling badged drivers.

Councillor Jenny Hollingsworth (Growth and Regeneration)

- There would be a jobs fair at Arnold Methodist Church on 28 February.
- A temporary empty property officer was to be recruited.
- The examination stage of the local planning document would commence shortly.

Councillor Gary Gregory (Community Development)

- New equipment at the Ley Street Park would be installed imminently.
- It was hoped to lobby for more train services at Netherfield Station.
- Sport England funding had been awarded for the skate jam festival.
- It was hoped that bird boxes made by the men in sheds project could be installed on the Country Park.
- A recent interview skills workshop was held at Carlton Le Willows School which was well received.

Councillor Michael Payne (Resources and Reputation)

- The deadline for entries to the Pride of Gelding Awards was approaching and members were encouraged to make nominations via the Nottingham Post website.

67   MEMBER'S QUESTIONS TO PORTFOLIO HOLDERS.

In response to a question from Councillor Collis on provision of facilities at the Country Park, Cabinet Members agreed that it was important to balance good facilities with the need to keep the park a peaceful haven for the public.

68   ANY OTHER ITEMS THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 3.05 pm

Signed by Chair:
Date:

Equality Impact Assessment

GEDLING
Borough Council
Appendix 3

Name of project, policy, function, service or proposal being assessed:	**Future management of Haywood Road Community Centre and sale of the adjacent bowling green.** Up until October 2016, Porchester Bowls Club used the bowling green but they have relocated to the Arboretum in Nottingham. This follows consolidation of outdoor bowling within Gedling at Arnot Hill Park and Conway Road, in accordance with the approved playing pitch strategy and in order to reduce expenditure. The community centre is owned by the Council with onsite management being undertaken by a management committee comprising of local volunteers - the Haywood Road Community Association. The Association occupy the premises under a tenancy at will which has been in place since July 1975. The Association has recently appointed a new Committee to run the Centre, who are working up a future business plan and considering charitable status. The main user of the community centre is Haywood Road Pre-school which did operate four days a week, but has recently extended its provision further. It is also used by a number of well-established groups many of which cater for the older age group and new classes offering health and wellbeing opportunities for the local community. The community centre can be booked for parties and meetings and is also used by the Council during elections as a polling station. Compared to other Council owned community centre sites, Haywood Road Community Centre has been historically underused. However, during 2017 a number of new bookings have increased usage, bringing usage levels closer to other Council's owned community centres.
The main objective of the proposal	To proceed with the sale of part of the former bowling green at Haywood Road, Mapperley and agree that the remainder can be included as part of the discussions relating to community asset transfer of the community centre. Any new management arrangements will need to have consideration to the Council's Asset Transfer Policy. A six week Community Consultation was undertaken in November and December 2016 on a proposal to sell the whole site, including the community centre and bowling green. The feedback from this consultation has been considered as part of this Equality Impact Assessment. There has also been on-going engagement with Haywood Road Community Association and other community representatives regarding the future of the site. This consultation and engagement has shaped the proposal.

Please use only 'Yes' where applicable		Negative	Positive	Neutral	Comments
Gender	External		Y		No consultation responses indicated a negative impact on men if the whole site was to close. Responses indicated concerns that closure of the centre could negatively impact women, mothers and pregnant women. Closure of the centre would mean the re-location of the Haywood Road Pre School Group to a venue outside the locality. No other viable alternative accommodation has been identified in the immediate locality, therefore presenting a potential impact on parents, particularly mothers or expectant mothers, requiring affordable day care in order to work. Exploring new management arrangements at the community centre that retains current use and has aspirations to expand the current offer could have a positive impact on

					parents in the locality. Providing some additional green space as part of the community centre will have a positive impact on opportunities for family activities at the centre.
	Internal			y	
Gender Reassignment	External			y	No consultation responses indicated a negative impact on this community if the whole site was to close. The Bowls Green is no longer in use and therefore has no users who would see a negative impact of closure.
	Internal			y	
Age	External		y		Significant users of the community centre include older people, families and pre-school children. There were several responses in the consultation to indicate that closure of the centre would impact on people of different ages.

Older people might be affected by closure of the centre because they would have to travel further for the Art Group, Scrabble Club and Circle Dance Group sessions. The consultation indicated that older people may not have the confidence to travel further to attend groups. Mobility issues of the elderly were mentioned in relation to their using the centre as a polling station, however, it was noted that no actual respondents said that this was a particular issue in relation to them.

The anchor user group of the centre is a Preschool which provides a service to local families who live in the locality. Re-location or closure of the Preschool would have a negative impact on those children and parents who may struggle to access a new setting due to suitable transport options or parents working arrangements.

If asset transfer can be

					secured that retains the Pre-school provision this would have a positive impact for local families. The Pre-school has increased its provision at the centre; this provides further benefit to pre-school children and both working and non-working parents. The Bowls Green is no longer in use and therefore has no users who would see a negative impact of closure. Bowls is a sport that offers social and physical activity opportunities for older people. The Council's Playing Pitch Strategy considers that Bowls provision can meet local need in the Borough through consolidation of other sites.
	Internal			y	

Marriage and civil partnership	External		y		The Council is not aware of the site currently being used for marriage or civil ceremonies. Enhanced potential for family events and parties, including wedding receptions if new robust management arrangements for the community centre can be established and some some additional green space is offered as part of the community centre site.
	Internal			y	
Disability	External	y			There were responses in the consultation to indicate that closure of the community centre would impact on disabled people. It was noted that these were general comments and that there were no specific examples of any users of the centre who responded being disabled. Due to the age of the building's internal layout it would not meet current disability access requirements if significant

					refubishment works were proposed. However, this is not unusual for buildings of this age. Disabled access to the current bowls green site is limited. Any future community use of part of this site would need to consider accessibility.
	Internal			y	
Race & Ethnicity	External			y	There were no responses in the consultation to indicate that closure of the centre would negatively impact on people due to their race or ethnicity. The Bowls Green is no longer in use and therefore has no users who would see a negative impact of closure.
	Internal			y	
Sexual Orientation	External			Y	There were no responses in the consultation to indicate that closure of the centre would negatively impact on people due to their sexual orientation.

					The Bowls Green is no longer in use and therefore has no users who would see a negative impact of closure.
	Internal			y	
Religion or Belief (or no Belief)	External		Y		There was one response in the consultation to indicate that closure of the centre would impact on the Baha'i Faith. The respondent said that they had already lost Wollaton Avenue Community Centre and Haywood Road was one of the few places left where they can hire a room for meetings of the Baha'i Faith group. The Council acknowledges this response; however capacity does exist at alternative centres in the urban area of Arnold and Carlton to take bookings for groups with a designated religion or belief. If the community

					centre is retained under alternative management arrangements opportunities for religious and faith groups to book the venue will remain in place.
	Internal			y	
Pregnancy & Maternity	External		y		Responses indicated concerns that closure of the centre could negatively impact on women, mothers and pregnant women. Closure of the centre would mean the re-location of the Haywood Road Pre School Group to a venue outside the locality. No other viable alternative accommodation has been identified in the immediate locality; therefore this would impact on parents, particularly mothers or expectant mothers, requiring affordable day care in order to work. A decision to retain a community centre that keeps current use and

					has aspirations to expand the current pre-school offer could have a positive impact on pregnant women and new mothers in the locality.
	Internal			y	
Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.) Please state the group/s: **Existing user groups** _____ _____ _	External		y		The current room hire cost at the centre is below that of most similar community halls in the wider urban area. If there are to be future alternative management arrangements, a sustainable business plan may need to consider an increase in hire charges. This could have a negative impact on low income users.
	Internal			y	

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?	Yes		The opportunity of a new management regime for the centre has the potential for a positive impact on groups. If the community centre is retained, any new community management arrangements must ensure it is accessible to the community, in particular for those with the protected characteristics defined by the Equality Act. This is in accordance with Principle 1 of the Council's Community Asset Transfer Policy. A new management regime will need to adopt a sustainable business plan that considers increased hire charges in future. This could have a negative impact on low income residents. The current building does not benefit from the level of disability access that more modern community centres may offer.
Is there an opportunity to mitigate or alleviate any such impacts?	Yes		Any new business plan for managing the community centre should consider the current market rates of hire charges at other local community facilities to alleviate a potential adverse impact on low income groups. If the building is retained for community use a revised assessment of disability access could be undertaken to inform future plans. Funding opportunities may exist for an adequately constituted community organisation or charity to enhance disabled access of the building, where deemed reasonably practical. A long-term lease arrangement with the Council would be a likely eligibility criterion for such funding.
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?		No	

In response to the information provided above please provide a set of proposed action including any consultation that is going to be carried out:

Planned Actions	Timeframe	Success Measure	Responsible Officer
If the building is retained consider a revised assessment of disability access should be undertaken to inform future plans	Feb 2018	Robust asset transfer arrangements in place	Katie Walters, Service Manager Property working with Haywood Road Community Association
Revised management arrangements for the building are to be pursued in accordance with the Council's agreed Community Asset Transfer	Feb 2018	Compliance with 'Principle 1' of the Community Asset Transfer, "Meeting Community Need"	Lance Juby, Service Manager Community Relations working with Haywood Road Community Association

Authorisation and Review

Completing Officer	**Lance Juby**
Authorising Director	**David Wakelin**
Date	**20 January 2017**
Review date (if applicable)	**29 September 2017**

Report to Cabinet

Subject: Selective Licensing Scheme Consultation

Date: 12th October 2017

Author: Food, Health and Housing Manager

Wards Affected

Netherfield ward

Purpose

To advise Cabinet of the implications and procedure required for a selective licensing scheme.

To obtain Member approval for the Proposal to Declare a Selective Licensing Designation within the Private Rented Sector contained at appendix 1 of the report to be issued for a 12 week public consultation.

To seek Member support of the proposed fees and resource requirements outlined in the financial implications section of this report, subject to the result of the public consultation.

Key Decision

Not a key decision

Background

1.1   Section 80 of the Housing Act 2004 allows local authorities to introduce selective licensing of private rented properties in a designated area. The Secretary of State's guidance for local authorities issued by the Department of Communities and Local Government in 2015 requires that a designated area for selective licensing must have a high proportion of private rented accommodation (over 19%). Where the designated area covers over 20% of the local authority area or over 20% of the housing stock the authority to designate must be granted from the Secretary of State, (below this threshold the local authority has the power to designate the area).

1.2   The Secretary of State's guidance describes that a local authority can

designate an area for selective licensing where one or more of the following conditions exist:

    I.   low housing demand (or is likely to become such an area)

    II.   a significant and persistent problem caused by anti-social behaviour

    III.   poor property conditions

    IV.   high levels of migration

    V.   high levels of deprivation

    VI.   high levels of crime

1.3   The purpose of local authorities licencing all private landlords in a designated area is to ensure that a minimum standard of property management is achieved. The explanatory notes to Part 3 of the Housing Act 2004 makes it clear that selective licensing is strongly linked into the Government's anti-social behaviour agenda. Registered Social Landlords and their properties are exempt from selective licensing.

1.4   Prior to designating an area for selective licensing the local authority must have conducted a public consultation for a minimum period of 10 weeks.

1.5   Analysis has been carried out at ward level across the whole of Gedling Borough Council's area to compare crime, antisocial behaviour, housing conditions, the number of empty properties and deprivation statistics. Through this careful analysis Netherfield has been identified as area experiencing high levels or crime and antisocial behaviour and poor property conditions.

1.6   The Netherfield ward is a distinct area with a central high street with a number of shops and takeaways, a railway station, and a primary school. The ward also includes a retail business park with a number of retail outlets and food businesses, a supermarket and some industrial business units. The ward has a high density of residential accommodation and a significant proportion of pre-1930s terraced properties. There is a high density of rented accommodation in the ward and over 21% of properties are privately rented. The ward is a priority ward for the Council who have employed a dedicated Locality Co-ordinator since 2012 to support the community and bring together partner organisations to improve the ward. The Proposal to Declare a Selective Licensing Designation within the Private Rented Sector (see appendix 1 to this report) explains in more detail the case for declaring the Netherfield Ward for selective licensing.

1.7   In allowing local authorities to designate areas for selective licensing the government also allows for a fee to be set to recover the costs of running the scheme. It is not permitted for the fees to be set to generate additional

revenue for the Council.

Proposal

2.1   That members note the scheme of selective licensing as outlined in the Proposal to Declare a Selective Licensing Designation within the Private Rented Sector (appendix 1). This is to ensure that vulnerable households are able to access safe and suitable accommodation in the private rented sector within Gedling.

2.2   To obtain Member approval that the Proposal to Declare a Selective Licensing Designation within the Private Rented Sector (appendix 1) is circulated for a 12 week public consultation between Monday 16th October 2017 and Friday 5th January 2018. This is to consider views on the potential introduction of a Selective Licensing Scheme of private landlords for the Netherfield ward.

2.3   To obtain Member support of the proposed fees and resource requirements outlined in financial implications section of this report, subject to the result of the public consultation.

2.4   That officers bring back the findings of the public consultation to a future Cabinet meeting to consider and determine whether the proposed scheme should be designated.

Alternative Options

3.1   Officers have considered introducing a district-wide scheme but this was not taken forward at this stage because the evidence is not yet sufficient to include the whole district. Approval would need to be sought from the Secretary of State to designate more than 20% of the Councils area and it is unlikely that a borough wide designation would be supported.

3.2   Officers have considered other areas of the borough for a designation that would be under the 20% threshold requiring approval from the Secretary of State. At this stage the evidence has not been collated to support further designations and this would present an operational challenge to effectively deliver additional schemes with the resources available. Further research will be carried out to establish if other areas or wards could be designated in the next few years after learning from the Netherfield experience and satisfactory progress and improvements to housing conditions and management in the ward have been achieved.

Financial Implications

4.1   The costs associated with conducting a public consultation to consider whether to proceed to designating a selective licensing scheme are minimal and will be absorbed within existing resources. Authorising a public

consultation on selective licensing does not commit the Council to proceeding with a scheme but this section of the report will outline the wider financial implications that should be considered if the proposed selective licensing designation is made.

4.2   The licence fees associated with proposed scheme have been calculated to ensure the costs of the scheme, including setup, staffing resource and IT resources are covered by the licence fees. Individual licences issued through the scheme will last for the duration of the selective licensing designation which is a maximum period of 5 years and costs have been projected over the 5 year duration of the proposed scheme.

4.3   The licence fees have been calculated at £650 for accredited landlords and £675 for landlords who are not accredited. The licence fee is payable at the point of application and will last the duration of the selective licensing designation. Compared to other schemes nationally these fees a mid-range, some councils have set fees of up to £800 or even £1,200 per property. Nottingham City Council's proposed selective licensing scheme which is intended to cover the vast majority of their area and over 30,000 rented properties proposes a standard licence fee of £655 but £400 for accredited landlords.

4.4   The discount offered by Nottingham City Council for accredited landlords is much greater than proposed for the Gedling scheme. However, due to the size of their designation Nottingham City Council will not inspect all of the properties where an application is received prior to issuing a licence, whereas for Gedling's scheme the aim would be to inspect every property prior to issuing a licence and many properties will be visited multiple times in the process to check property improvements – this has been factored in when setting the fees. For landlords to become accredited through DASH East Midlands it is currently free in Gedling and the Council pays an annual subsistence to DASH to provide landlord accreditation in the borough.

4.5   The projected income and costs over 5 years of the designated scheme together with the proposed staffing structure are listed in the table 1 below:

Selective Licensing Designation for whole of Netherfield Ward (635 rented properties)	Projections over 5 years	Staffing Proposal
Income	(£412,800)	1 x Senior EHO Band 10
Additional Staff Costs	£370,000	1 x Deletion Environmental Health Officer Band 9
IT Costs (inc. software to receive applications)	£22,000	1 x Housing Improvement Officer Band 8 (perm) 2 x Licencing Officer Band 7/8 2yr fixed term

Overheads	£20,800	
Balance at the end of 5 year period	£0	

<div align="right">**Table 1.**</div>

4.6   The above projections in table 1 are based on the number of private rented properties according to the 2011 census. The census collated data from all residents and required them to indicate the tenure of property in which they lived. According to the census there were 635 private rented properties in the Netherfield ward (based on the current ward boundaries) and the financial projections are based on this number of properties. Officers have compared the census data to the number of housing benefit claimants living in rented accommodation in the ward, a substantial number live in private rented accommodation. Officers have also considered the English House Survey of 2015 and it is known from this that the private rented sector in England has increase by 800,000 between 2011 and 2015. These comparisons give sufficient confidence that the 2011 census data is broadly accurate. It known from other local authorities that have implemented selective licensing schemes such as Ashfield, Doncaster, and West Lindsey that the number of private rented properties they found in their designated areas after introducing selective licensing was significantly greater than they anticipated prior to the designation. There is no entirely accurate dataset to identify the location of all private rented accommodation which is part of the reason for designating selective licensing to address a largely unregulated sector of business.

4.7   The risk of landlords not applying for a licence is considered small as the scheme will be well publicised and brought to the attention of landlords. Tenants and the community will be encouraged to report properties that should be subject to licensing. The penalties for not licensing a property are significant and with the proposed designated area covering the whole ward it is considered manageable to regulate. The council will proactively pursue landlords who avoid applying for licences and take appropriate and proportionate enforcement action.

4.8   To enable the licensing scheme to be delivered in a modern and digital format officers have investigated software solutions available in the market place. The intention is to purchase a web-based IT solution to allow landlords to apply for licences over the internet and make licence fee payments through via the Council's website. The cost of the software will be covered through the licence fees.

4.9   It is proposed that 3 additional technical officer grade staff and 1 new Senior EHO will be required to deliver the scheme. The projected staffing costs will be paid for by the licence fees and have been based on the highest costs to the Council if staff were recruited at the top grade in each pay band. The staffing structure will be implemented by the Chief Executive in accordance

with delegated arrangements following consultation with the trade unions.

4.10   The projected income generated (see table 1) through the scheme has been based on the 635 private rented properties in the area all applying for licences, it does not take into account additional income if properties that are bought and sold through the course of the scheme that become licensable and/or additional properties that become private rented after the scheme is designated. The projected income also does not take into account cost recovery through enforcement action such as the service of enforcement notices under the Housing Act 2004 which may be required in some circumstances which will be subject of a separate fee. There are also additional proposed charges as stated in appendix 1 of the Proposal to Declare Selective Licensing attached in the appendix to this report. It is considered that the potential additional income described in this paragraph will provide sufficient resources to compensate any reductions in income in the unlikely event that there are significantly less private rented properties in the ward than anticipated.

4.11   The financial risks associated with the proposal have been looked at prudently and the financial risk to the Council is considered low. The staff and IT costs associated with the scheme will be covered through the licence fees. The income generated through the scheme will be kept under review and should the actual income received through the course of the scheme turn out to be lower than the staffing and IT costs these costs will be appropriately adjusted throughout the course of the scheme to ensure it remains cost neutral over the 5 year timescale.

4.12   Should this report receive approval officers would compile the necessary resource development bids to be considered in the 2018/19 budget process and final approval for scheme implementation will be subject to approval by Cabinet following consideration of the public consultation.

Appendices

5.1   Appendix 1 - Proposal to Declare a Selective Licensing Designation within the private rented sector

Background Papers

6.1   Secretary of State's Guidance "*Selective Licensing in the private rented sector: A Guide for local authorities*"

Recommendation(s)

7.1   That Cabinet:

       a) note the scheme of Selective Licensing as outlined in the Proposal to

Declare a Selective Licensing Designation within the Private Rented Sector (appendix 1).

b) approve the Proposal to Declare a Selective Licensing Designation within the Private Rented Sector contained at appendix 1 to be issued for a 12 week public consultation.

c) support the proposed fees and resource requirements outlined in financial implications section of this report, subject to the result of the public consultation.

Reasons for Recommendations

- To gain Cabinet approval to conduct a public consultation to consider whether to declare the Netherfield ward for selective licensing.

- To gain Cabinet support for the proposed fees and additional staffing resource and structure required to implement the selective licensing scheme.

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PROPOSAL TO DECLARE A SELECTIVE LICENSING DESIGNATION WITHIN THE PRIVATE RENTED SECTOR

Serving People **Improving Lives**

Contents

Page 59

Executive Summary

This proposal is an investigation into the value of introducing Selective Licensing within an area in the Borough of Gedling. It explains how Selective Licensing works, and gives the background to Netherfield, the area in question.

Netherfield is an area with a high concentration of privately rented accommodation and in-accordance with the Government guidance there is evidence to suggest the following conditions are satisfied; 'high levels of deprivation', 'a significant and persistent problem caused by anti-social behaviour', 'high levels of crime' and 'poor property conditions'. It is proposed that Selective Licensing will play a significant contribution to addressing these problems. Data within the proposal shows significantly higher antisocial behaviour complaints compared to neighbouring wards and highlights the Netherfield ward as an area with a number of crime 'hotspots'.. The proposal also shows Gedling Borough Council receives more requests for service about poor property conditions in the Netherfield ward than any other in the Borough, and since 2010 the annual number of reported cases has increased by 54%. The ward is also the second highest in terms of Housing Act enforcement notices.

The proposal outlines that Selective Licensing would improve the situation on the following grounds:

1) Landlords will be required to ensure properties are free from significant hazards to health and safety, and that adequate checks are carried out to gas and electrical appliances; including installations of adequate fire detection and alarm systems.

2) Landlords are required to implement appropriate property and tenancy management; to provide advice to new tenants on dealing with rubbish; to ensure properties are inspected at least every 6 months and at least 24 hours' notice of inspection is given; and to tackle anti-social behaviour.

3) Positive relationships between the Council and landlords will reduce homelessness and empty properties.

4) Landlords would have to obtain references, thus avoiding occupation of privately rented properties by those likely to commit crime and anti-social behaviour.

5) A more collaborative approach should ensure improved property conditions.

The proposal considers other alternatives to Selective Licensing including; accreditation, enforcement of housing standards, management orders, private sector leasing schemes, and raising landlord awareness. These options would all require some funding from the Council, whereas Selective Licensing is self-financing. The alternatives don't compel landlords to address tenant behaviour or obtain references whereas current Selective Licensing schemes have proven effective in this respect. The alternative options can only tackle a small number of properties compared to Selective Licensing which covers all rented properties within the proposed area.

In conclusion the Council proposes that Selective Licensing within Netherfield is necessary to address the issues of crime, anti-social behaviour, deprivation and poor housing conditions. There will be a consultation period of at least 10 weeks after which a decision will be made.

1.0   Introduction

Selective Licensing was introduced as part of the Housing Act 2004, and allows Local Housing Authorities to make designations based on factors such as low housing demand, high levels of anti-social behaviour, or landlords failing to take action to combat problems within the houses that they let. A designation can be made for a maximum of five years, however can be lifted sooner if it is felt that the problems within the area have been significantly reduced and Selective Licensing is no longer required to maintain the changes that have been made.

Selective Licensing requires all private sector landlords within a designated area to obtain licences in order to let their properties, which can be acquired via applications to the Council. The licence is valid for the duration of the designation and will contain a series of conditions that must be met by the landlord, in order to prevent the licence being revoked. Breaches of licence conditions are a criminal offence; as is failure to apply for a licence, which can lead to prosecution and a fine of up to £20,000.

This document outlines Gedling Borough Council's proposal to designate the Netherfield ward as an area for Selective Licensing, based on a significant and persistent problem caused by anti-social behaviour, high levels of deprivation, high levels of crime, and poor property conditions in line with Part 3 of the Housing Act 2004 and Selective Licensing in the private rented sector: A Guide for Local Authorities.

This document sets out detailed information for the proposed designation area and invites comments and feedback from all stakeholders in the area that are affected by the proposal. A consultation period will run for a minimum of ten weeks involving any persons likely to be affected by the designation in adherence to section 80 (9) of the Housing Act 2004.

The Council will consider all consultation responses alongside any other relevant information in order to prepare a report for the Council's Cabinet. A decision can then be made as to whether the area should be designated as a Selective Licensing area

2.0 What is a Selective Licensing Scheme?
2.1 Legal Framework and Guidance

This section provides a summary of the legal requirements to bring in Selective Licensing. The relevant legislation can be found in the Housing Act 2004, accompanied by the supporting document "Selective Licensing in the Private Rented Sector: A Guide for Local Authorities"; published by the Department for Communities and Local Government.

Part 3 of the Housing Act 2004 gives Local Authorities the power to designate the area, or part of the area in their district for Selective Licensing if one of two conditions is met; detailed in section (80) of the Act.

(**80**) (3) The first set of general conditions are—

(a) That the area is, or is likely to become, an area of low housing demand; and

(b) That making a designation will, when combined with other measures taken in the area by the local housing authority, or by other persons together with the local housing authority, contribute to the improvement of the social or economic conditions in the area.

(**80**) (6) The second set of general conditions are—

(a) That the area is experiencing a significant and persistent problem caused by anti-social behaviour;

(b) That some or all of the private sector landlords who have let premises in the area (whether under leases or licenses) are failing to take action to combat the problem that it would be appropriate for them to take; and

(c) That making a designation will, when combined with other measures taken in the area by the local housing authority, or by other persons together with the local housing authority, lead to a reduction in, or the elimination of, the problem.

"Selective Licensing in the private rented sector: A Guide for Local Authorities" also provides a list of six conditions which if the area is experiencing one or more of, a Selective Licensing designation may be made. These include:

- low housing demand (or is likely to become such an area)
- a significant and persistent problem caused by anti-social behaviour
- poor property conditions
- high levels of migration
- high levels of deprivation
- high levels of crime

Other sections of the Act list requirements of local authorities to show how making a designation will improve an area and how it will work alongside pre-existing measures. A Local Authority may only make a designation after they have considered if there any other available courses of action to them and if these would produce the intended outcomes that the designation would achieve; and if making the designation will significantly assist them to achieve the objectives.

Prior to making a designation, the legislation requires Local Authorities to take reasonable steps to consult anyone likely to be affected by the designation and consider any representations made in accordance with the consultation

A full copy of the Act can be obtained from the legislation.gov website. [1]

2.2 Consequences of Designating a Selective Licensing Area

Once a Selective Licensing designation has been made, any private landlord wishing to rent out properties within the designated area must apply for a licence. A separate licence must be obtained for every tenanted house within the designated area. In the context of this proposal, house is defined as a building or part of a building consisting of one or more

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[1] *http://www.legislation.gov.uk/ukpga/2004/34/part/3*

dwellings. If houses have been made exempt under the Selective Licensing of Houses (Specific Exemptions) Order 2006 the local housing authority cannot require them to obtain a licence. Examples of circumstances in which this would apply include business tenancies, tenancies which have a term over 21 years or buildings which are regulated under any other legislation. Selective Licensing also does not apply to any person registered as a social landlord under part 1 of the Housing Act 1996.

An application must be submitted for every property in accordance with specific requirements. The council is entitled to charge a fee which accompanies the application; further details of the proposed fee can be found in Appendix 1. As part of this application process, proposed licence holders and managers will be required to provide information that they are "fit and proper persons" and that they have satisfactory management arrangements in place, including dealing with anti-social behaviour. Further details of the proposed "fit and proper person" criteria can be found in Appendix 2. In circumstances where the Council are not satisfied that the licence holder or manager are a "fit and proper person", and/or the management arrangements are unsatisfactory, then it can refuse to grant a licence. The proposed licence conditions are attached to this document as Appendix 3.

2.3 Implications of Renting a Property without a Licence

A landlord's failure to apply for a licence to rent a property in a designated selective licencing area could result in prosecution with the potential of a fine of up to £20,000 as it is a criminal offence to do so.

Management Orders

Part 4 of the Housing Act 2004 introduced Management Orders; meaning the council has a duty to make an interim management order in respect of a house if:

 The property is required to be licenced but is not, and there is no reasonable prospect of it being licenced in the future or; (Part 4, Section (**102**) (3))

The interim management order is necessary for the purpose of protecting the health, safety or welfare of persons occupying the house, or persons occupying or having an estate or interest in any premises in the vicinity. (Part 4, Section (**104**) (2))

An interim management order allows the council to take possession of the house and subject to existing rights to occupy,

- Do anything in relation to the house, which could have been done by the landlord including repairs, collecting rents etc.
- Spend monies received through rents and other charges for carrying out its responsibility of management, including the administration of the house, and
- Create new tenancies (with the consent of the landlord).

A landlord/licence holder of any property will also be committing a criminal offence if they fail to comply with any conditions of a licence. This could lead to the revocation of a licence, and an unlimited fine.

3.0   Background – Netherfield
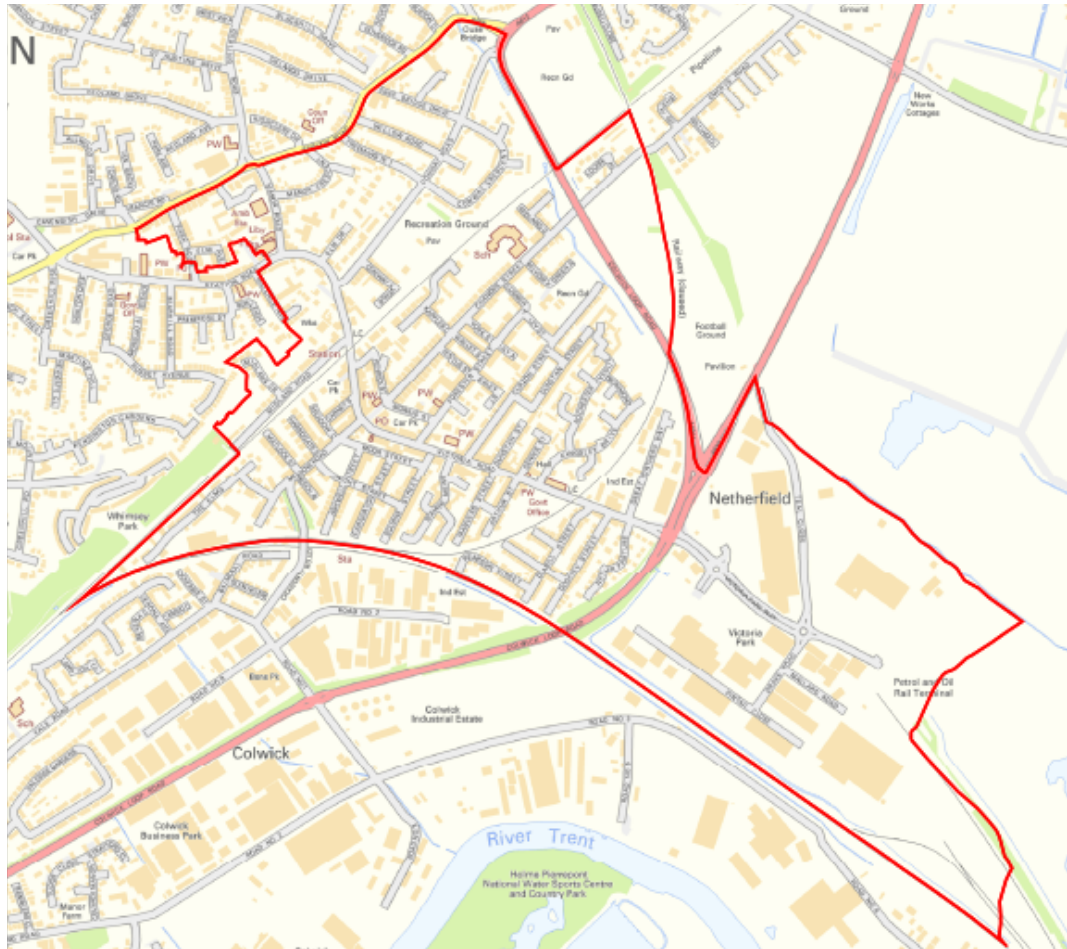
3.1

Netherfield

Netherfield is a railway town situated 5km east of Nottingham, making up one of the 19 wards served by Gedling Borough Council. It comprises around 2,780 properties, and according to the 2011 census data; 22.5% of the ward is privately rented. There is also a primary school, a shopping centre and a railway station. Netherfield's main road links it with the Carlton and Mapperley areas.

The main characteristics of architecture in Netherfield are rows of terraced Victorian houses. These were built towards the end of the 1800's in order to accommodate the workforce of Colwick sidings; a large railway marshalling yard that was built in stages from 1872, designed for the concentration of coal traffic from Nottinghamshire and Derbyshire Coalfield for transfer to other marshalling yards. The site was closed in 1970, and has since been developed into Victoria Retail Park.

Netherfield is home to the long-established Colwick Industrial Park as well as to Victoria Retail Park, an out of town retail park that includes such names as Argos, Marks and Spencer, Boots, Halfords and McDonald's. Victoria Retail Park is currently expanding - plans have been submitted recently for a development that includes a Sainsbury's superstore with a petrol station, a pub/restaurant and a fast food outlet.

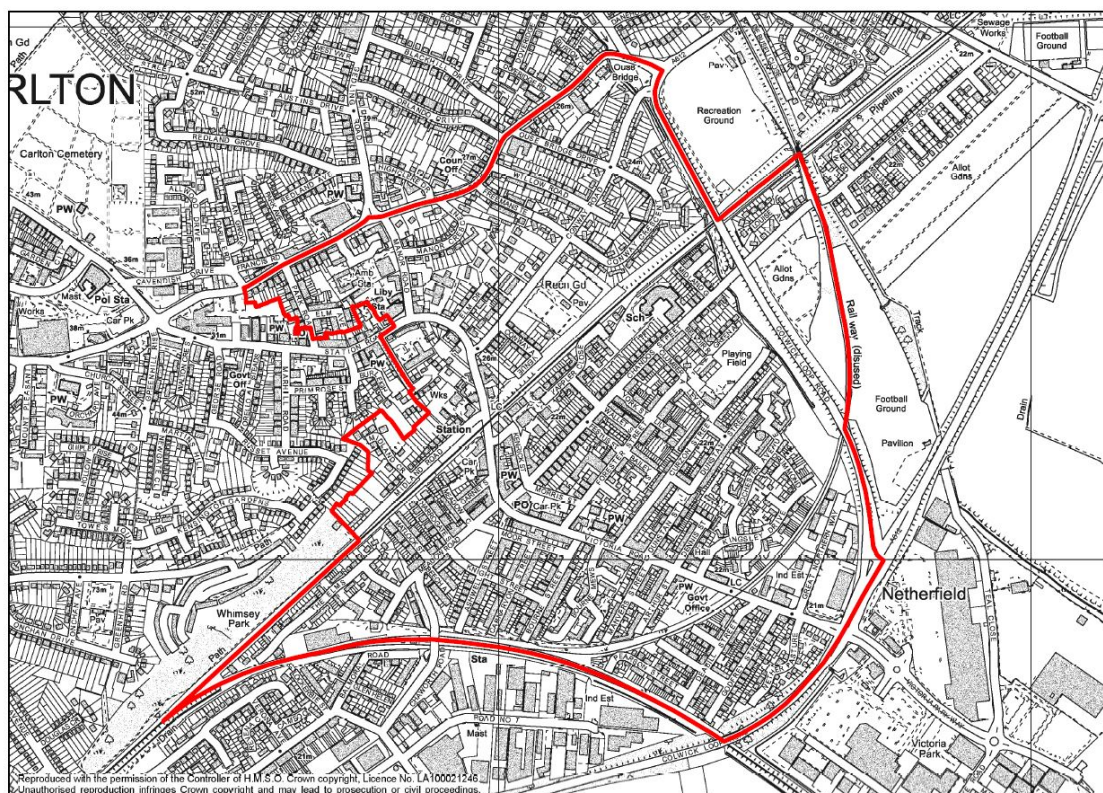## 4.0   Why do we need a Selective Licensing Scheme?

This proposal outlines how and why the council believes that the conditions for Selective Licensing apply within Netherfield, or part of, and how the proposal complies with the legislation and guidance as explained at the start of this document.

Within this proposal, the council makes the case for Selective Licensing on the basis of antisocial behaviour, high levels of crime, high level of deprivation and poor property conditions. Selective Licensing is of strategic importance to the Gedling Housing Delivery Plan and is the only option available to the local authority that compels landlords to review how they manage their rented properties and if required, make improvements to management practices. In order to ensure that the area remains a sustainable mixed tenure environment, we need to ensure effective management practices are operating for properties within the private rental sector. This will ensure a range of housing options for tenants. The initiatives to support this good practice will ensure that the considerable investment in improving the built environment is adequately supported.

   4.1 Why choose the Netherfield Ward for a proposed Selective Licensing designation?

It is proposed that Gedling Borough Council designate Netherfield as a Selective Licensing area as outlined within the map below; based on the criteria of: high levels of deprivation, high levels of crime, a significant and persistent problem caused by anti-social behaviour and poor housing conditions. [2]

Map 1: Proposed Selective Licensing designation area

Netherfield is one of the 15 identified Partnership Plus areas within Nottinghamshire, and has a high concentration of privately rented accommodation in poor condition and requires further regulation and control. The area is experiencing a "significant and persistent" problem caused by anti-social behaviour and crime.

### 4.2 Indices of Multiple Deprivation

The map below shows the ranks and deciles for the Index of Multiple Deprivation 2015 (IMD 2015) at Lower-layer Super Output Area (LSOA) level.

The deciles are calculated by ranking the 32,844 LSOAs in England from most deprived to least deprived and dividing them into 10 equal groups. LSOAs in decile 1 fall within the most deprived 10% of LSOAs nationally and LSOAs in decile 10 fall within the least deprived 10% of LSOAs nationally. The domains were combined using the following weights to produce the overall Index of Multiple Deprivation:

- Income Deprivation (22.5%)
- Employment Deprivation (22.5%)
- Education, Skills and Training Deprivation (13.5%)
- Health Deprivation and Disability (13.5%)
- Crime (9.3%)
- Barriers to Housing and Services (9.3%)
- Living Environment Deprivation (9.3%)

Netherfield indicated on the map below outlined in red; half of the LSOA's fall within the top 20% most deprived in England and the rest within the top 50% most deprived in England. [3]

Map 2: IMD in Gedling District

[3] https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015
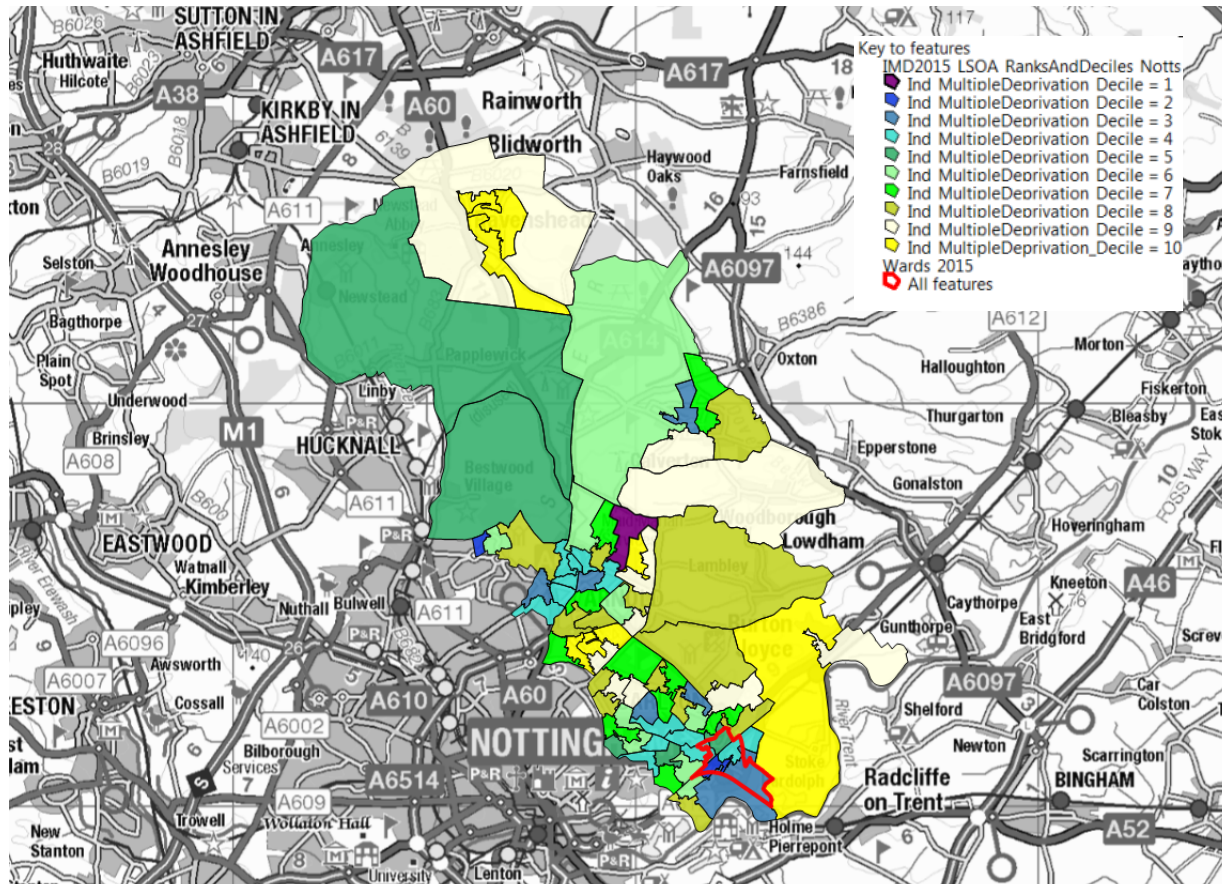
Data taken from the Public Health website [4] also shows that Netherfield is suffering from deprivation, as can be seen from graphs 1 through to 8. They show that Netherfield is not only the most deprived out of all wards within the Gedling Borough for certain categories, but also lies above the average for England for both income deprivation and long term unemployment. It can also be seen from graph 5,that Netherfield ranks highest out of all Gedling Borough wards in terms of health deprivation, again also above the national average. Graph 6 demonstrates the GCSE Achievements for all wards within the Borough, showing that only 47.7% of Netherfield have 5 GCSE's A*-C (including Maths and English) compared to the national average of 59.5%. The only ward in Gedling which had a lower percentage than Netherfield was Colwick, with 44.3%.

The Council awards housing benefit to 740 residents living in rented accommodation in the Netherfield ward, a significant proportion of which are living in private rented accommodation. Many private rented tenants living in the Netherfield ward will be disadvantaged by the deprivation indices presented in this section of the Proposal document. It is the Council's view that the introduction of Selective Licensing will improve housing conditions, reduce antisocial behaviour, and fear of crime. Through tackling these wider determinants of health the aim is to improve quality of life and health outcomes for residents. There is a significant amount of published research to support that poor quality housing affects health and that improvements to housing conditions can lead to improved health outcomes, thereby leading to greater education attainment and employment opportunities and reduced deprivation.

Graph 1: Income Deprivation of Gedling Borough wards (2015)
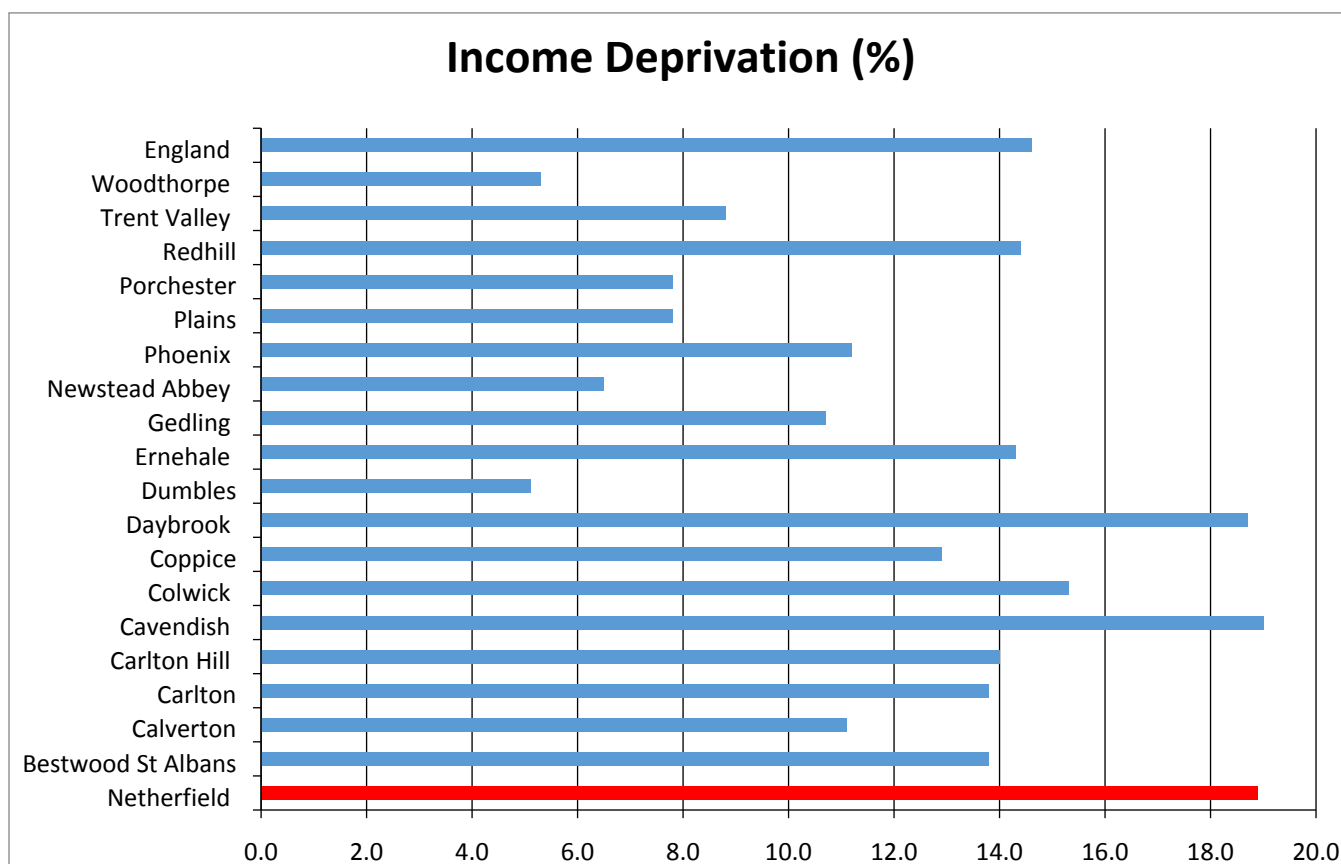
Graph 2: Unemployment of Gedling Borough wards (2014)
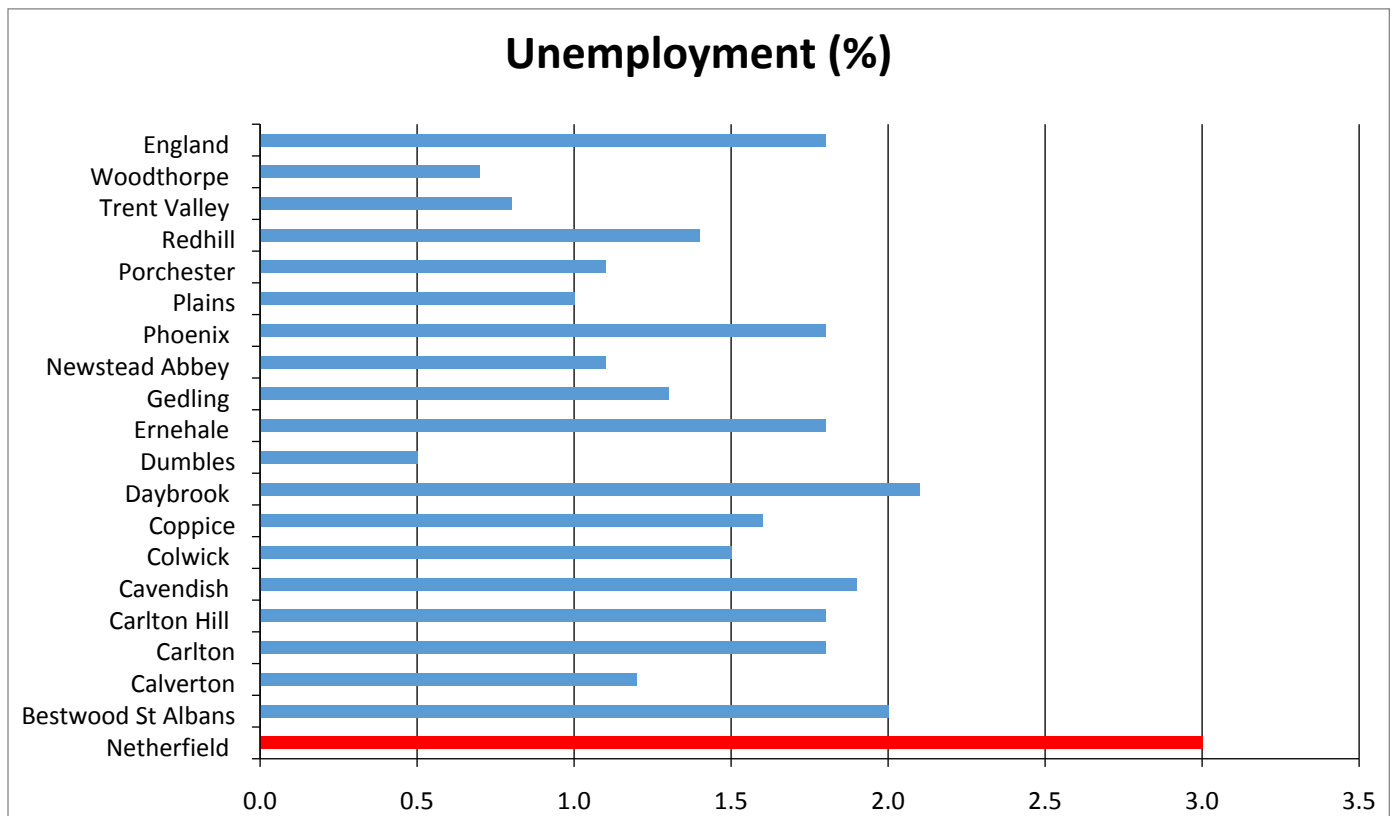
In terms of unemployment the LGA Inform Plus site states that in February 2017 67% of unemployed had been unemployed for over 12 months. See Graph 3 below for latest figures.

Graph 3: Unemployment at July 2017
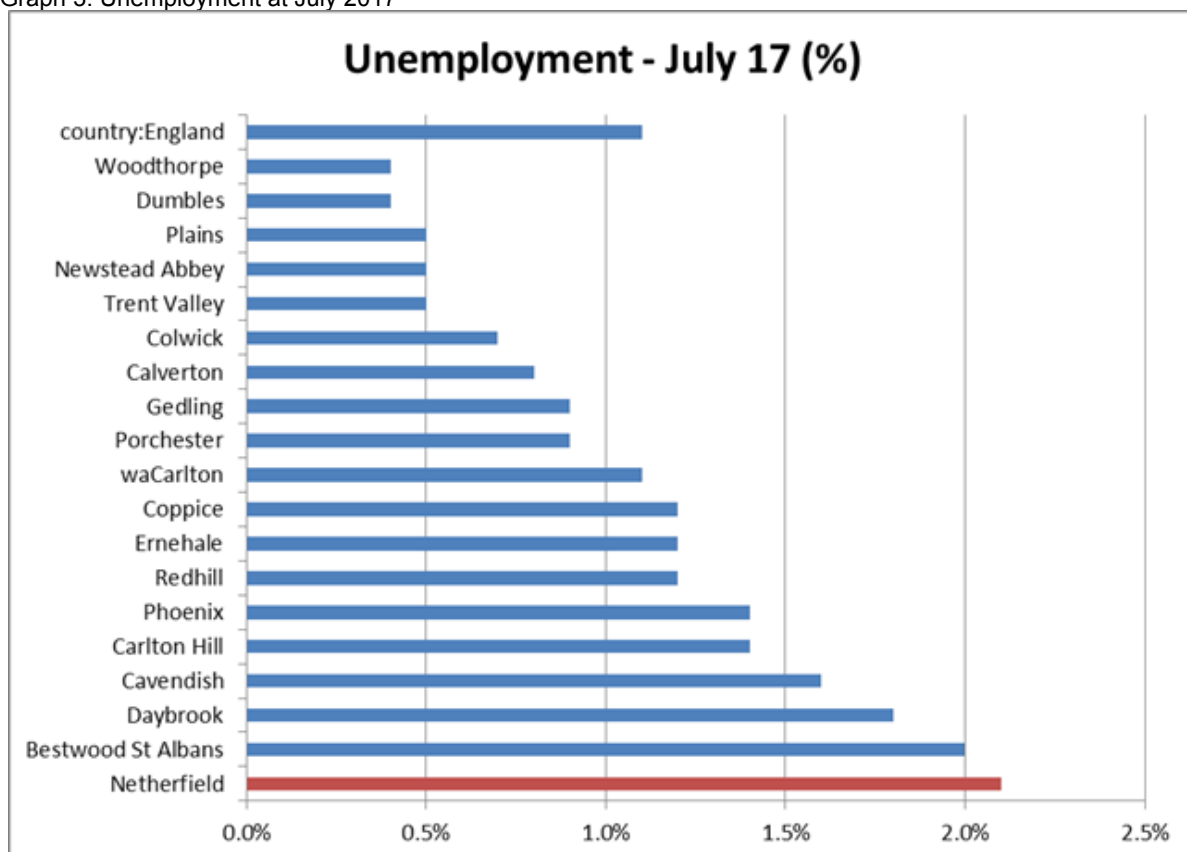
Graph 4: Employment Deprivation score, indices of multiple deprivation (2015)
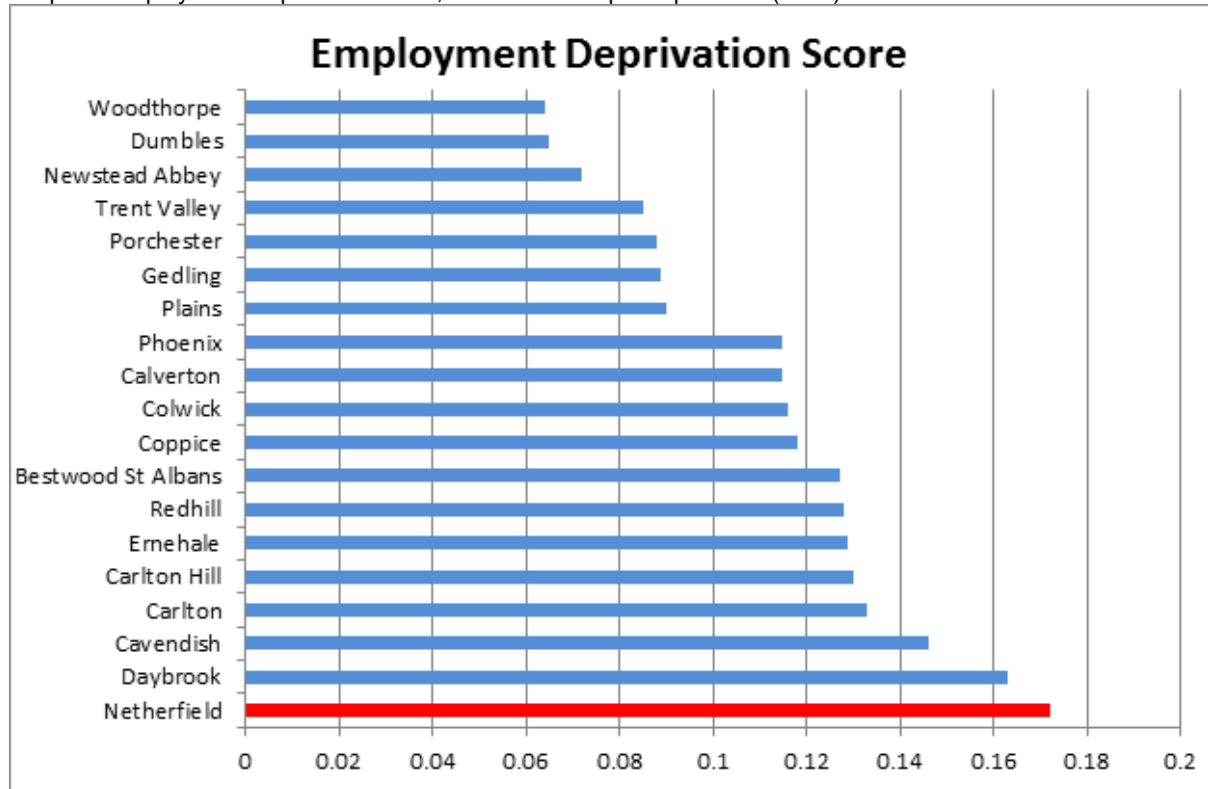
Graph 5: Health Deprivation ranking Indices of multiple deprivation (2015)

Page 70
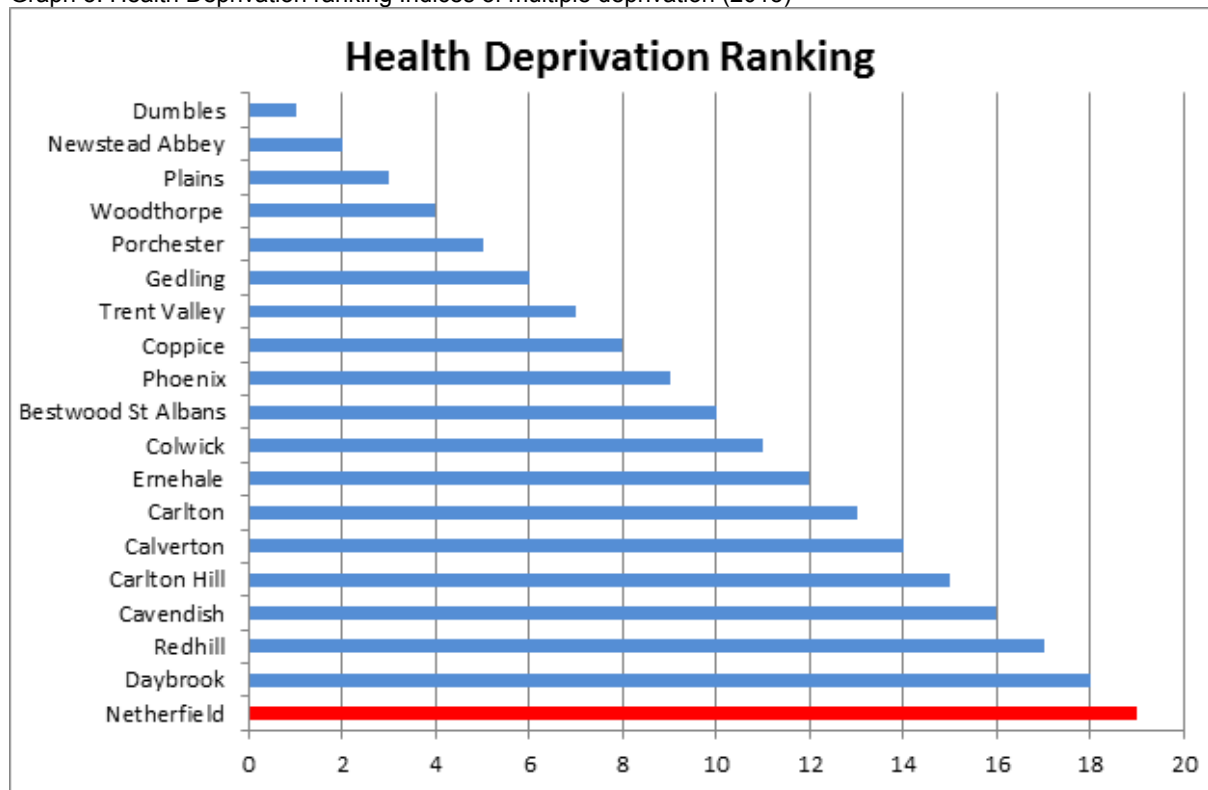
Graph 6: GCSE Achievement (5 A* - C including Maths and English (%))

GCSE Achievement (5 A* - C inc. Maths & Eng. (%))
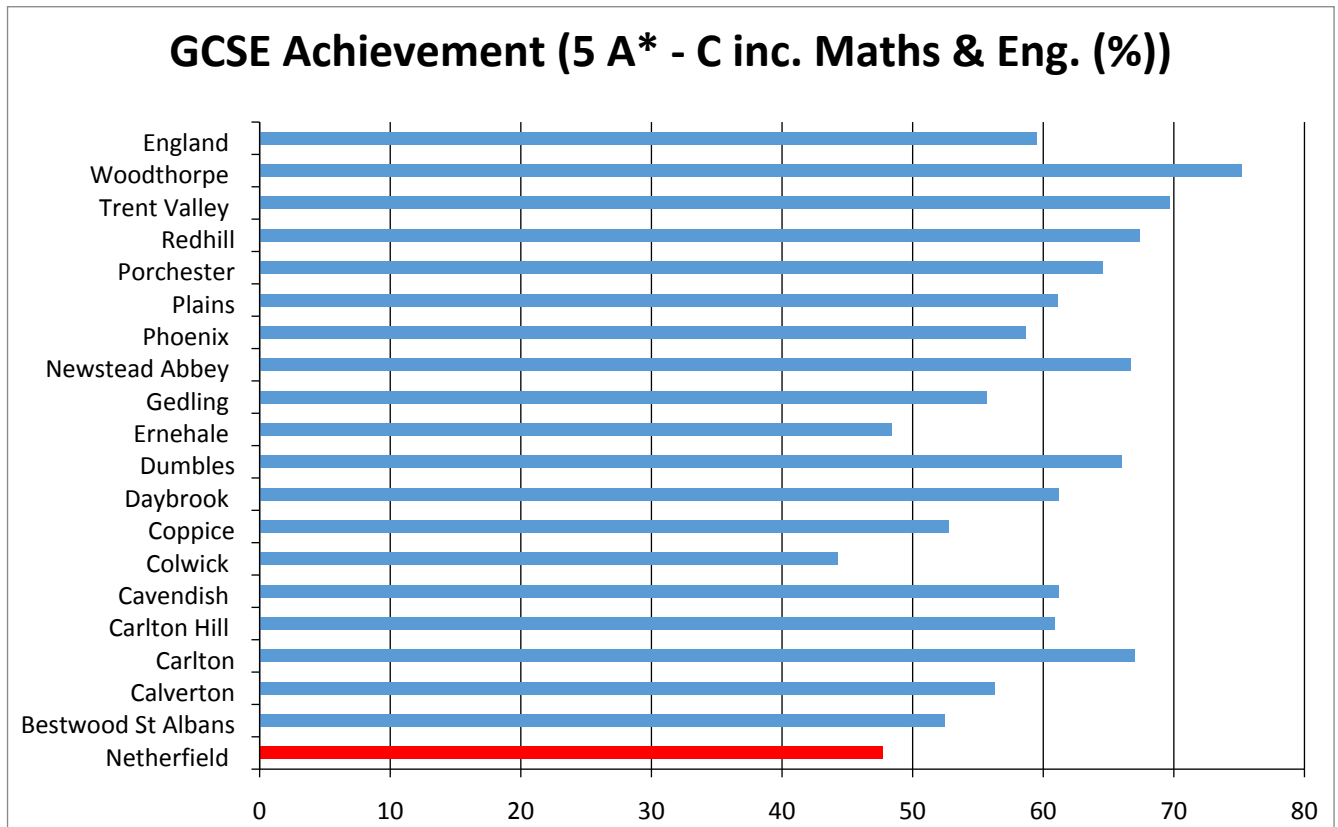
Graph 7: Education and Training Deprivation Indices of multiple deprivation (2015)

Education and Training Deprivation Score
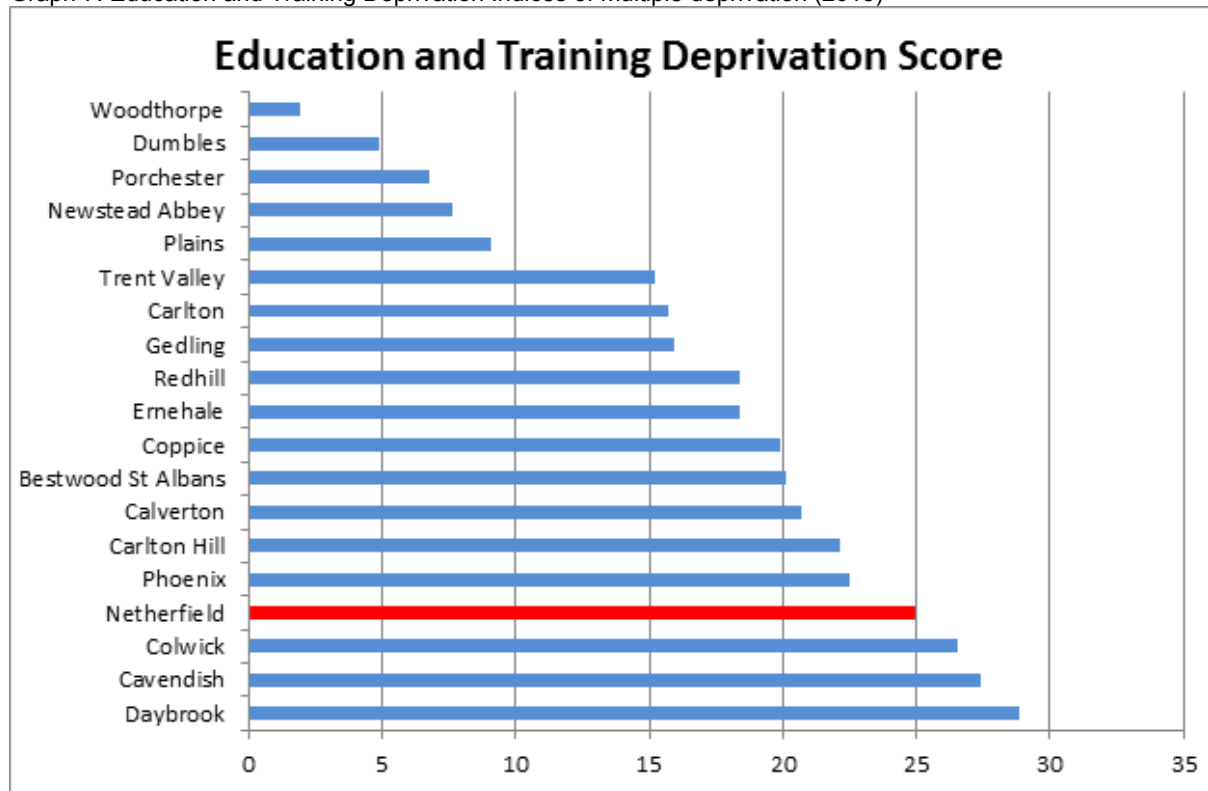
Graph 8: Living and Environment Deprivation score, indices of multiple deprivation (2015)

Living Environment Deprivation Score

Area	Score
Calverton	
Bestwood St Albans	
Phoenix	
Coppice	
Plains	
Newstead Abbey	
Trent Valley	
Redhill	
Woodthorpe	
Porchester	
Ernehale	
Carlton	
Cavendish	
Gedling	
Carlton Hill	
Dumbles	
Colwick	
Daybrook	
Netherfield	

4.3 What are the local indicators which show that the proposed area is suffering from antisocial behaviour?

This section of the document will present the information that demonstrates that the areas proposed for Selective Licensing are suffering the effects of antisocial behaviour and crime. The evidence detailed below presents a number of separate indicators that when taken together build a strong argument to demonstrate an area of high level ASB and crime.

4.3.1 Anti-Social Behaviour and Crime – Priority Areas

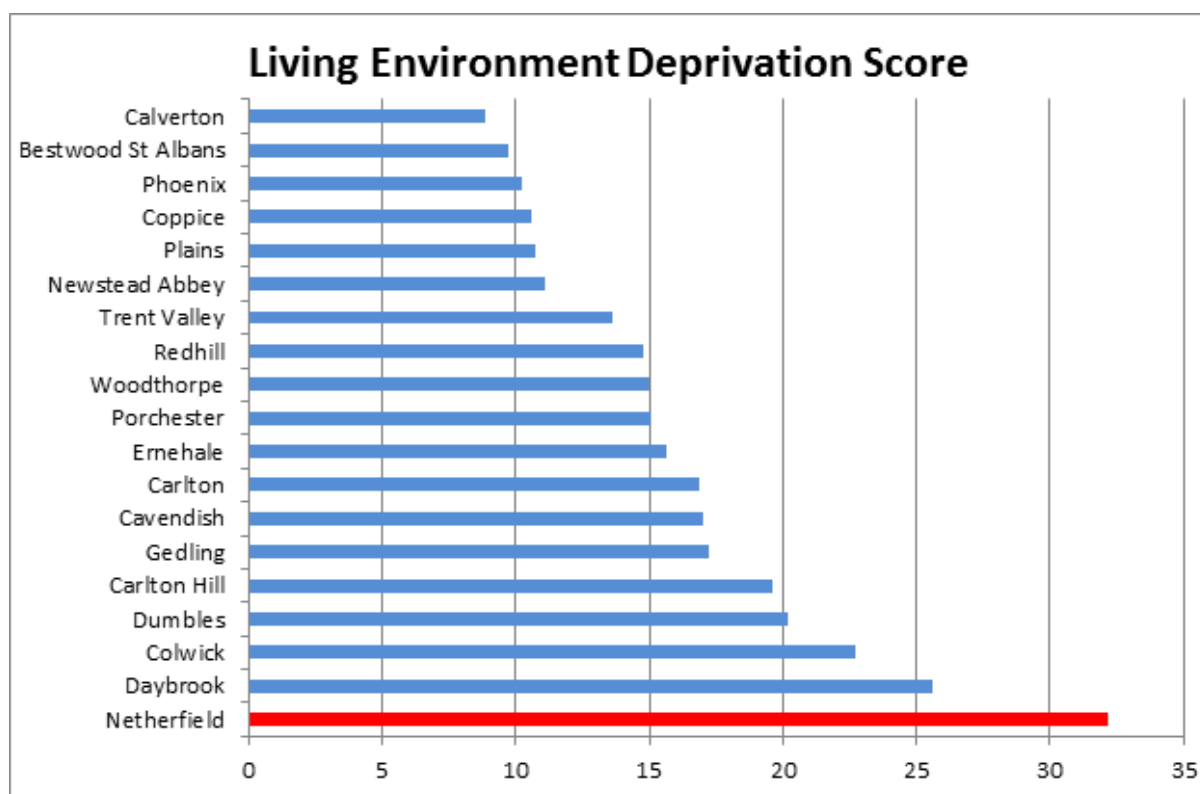A total of twenty **priority and high impact localities** have been identified across Nottingham and Nottinghamshire on account of the levels of complex need and cross-agency demand that they present. These areas have been the focus for the Community Safety Partnership for the last 5 years.

Netherfield has been identified in the top 20 in all years.

The areas were identified by the scanning of trends used to establish seven core crime groups to provide the basis for identifying the most problematic geographic areas in the district. Each crime group is made up of a series of data sets and sub-categories to provide an overall picture. The seven crime groups are as follows (component sub-categories are shown in brackets)

- Serious Acquisitive Crime (Dwelling Burglary, Vehicle Crime, Robbery);

- Violence excluding Domestic Abuse (Violence with Injury excluding Domestic Abuse, EMAS/sexual assault);
- Domestic Abuse (Domestic Abuse tagged crimes and Domestic Incidents);
- Hate Crime (all crimes and incidents with a Hate tag);
- Anti-Social Behaviour (core Police recorded ASB, All Secondary Fires, Criminal Damage);
- Youth Issues (Youth related crime, Supervised young Offenders and youth related ASB); and
- Drugs and Alcohol (Drug Offences, Positive Tests on Arrest and Alcohol related ASB).

This has involved analysis of the following data sets:

- Police recorded crime and incidents;
- Police recorded ASB;
- EMAS recorded Assaults and sexual assaults
- Notts Fire recorded Deliberate Secondary Fires;
- Positive testers on arrest (Bridget Police System); and
- Youth crime (Nottinghamshire Support and Youth Justice Service).

Each ward in County has then been ranked for volume and rate and an average score calculated for each of the seven categories (and component sub-categories). These have been used to produce an overall score for the key community safety issues as a whole.

In the most recent Nottinghamshire Police and Crime Needs Assessment 2016 a number of priority and high impact localities have been identified across Nottinghamshire using similar methodology on account of complex needs and cross-agency demand that they present to replace the yearly Strategic Assessment that was carried out above.

The areas in Gedling that were identified are Colwick and Netherfield.

4.3.2 Anti-Social Behaviour

Data is taken from the Police Vision database between 01 January 2012 to 31 December 2016 and shows police reported ASB incidents which are recorded into three main categories: ASB nuisance, ASB Environmental and ASB Personal. This covers a wide range of ASB types.

All 5 years' data mapped using kernel density hotspot on the entire District: It shows the constant hottest spots in the District are Netherfield with a few other hotspot locations around the Arnold town centre. The map below shows 5 years' worth of data mapped together and the hotspots generated from this. Appendix 4 shows all 5 years separated out and the hotspot locations generated.

Map 3: 5 years ASB mapped in Gedling District
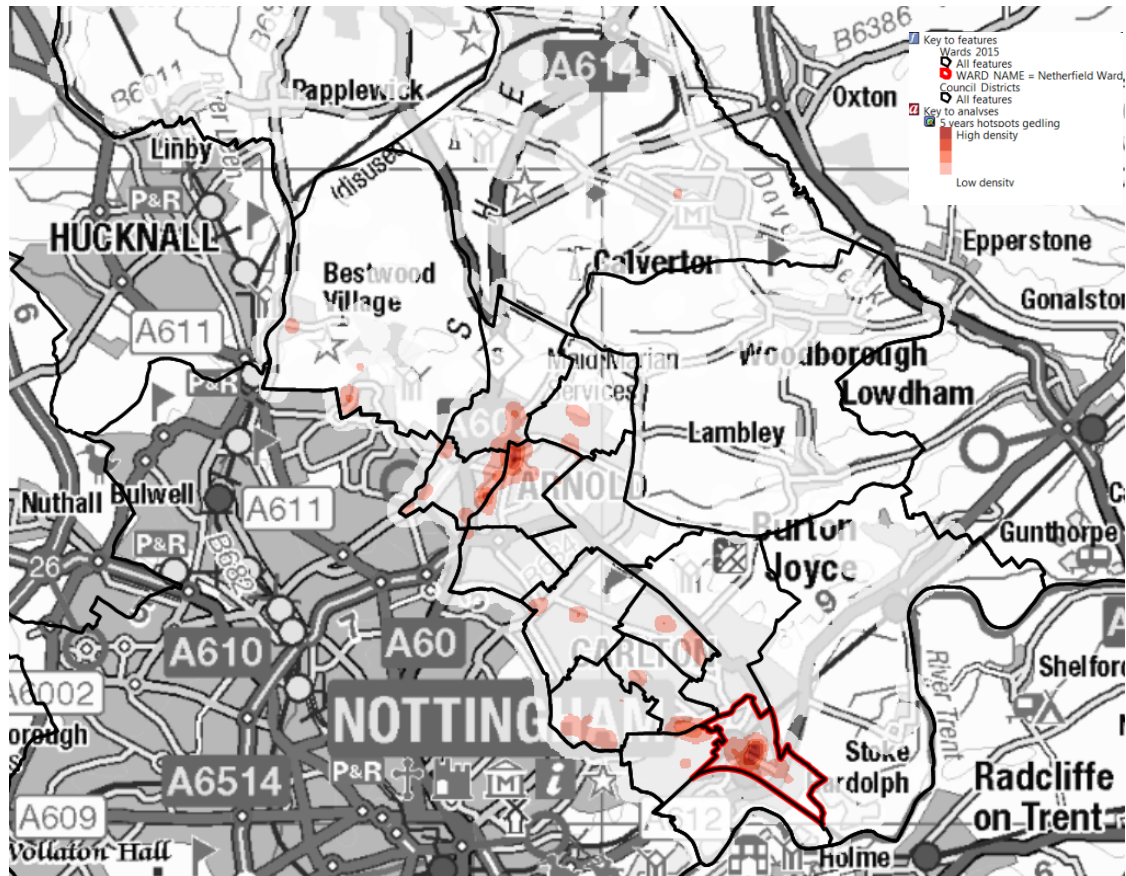
Within

Netherfield District if the ASB incidents are kernel density mapped then the street/area that highlights each year is Dunstan Street/Curzon Street.

Map 4: 5 years ASB mapped in Gedling District
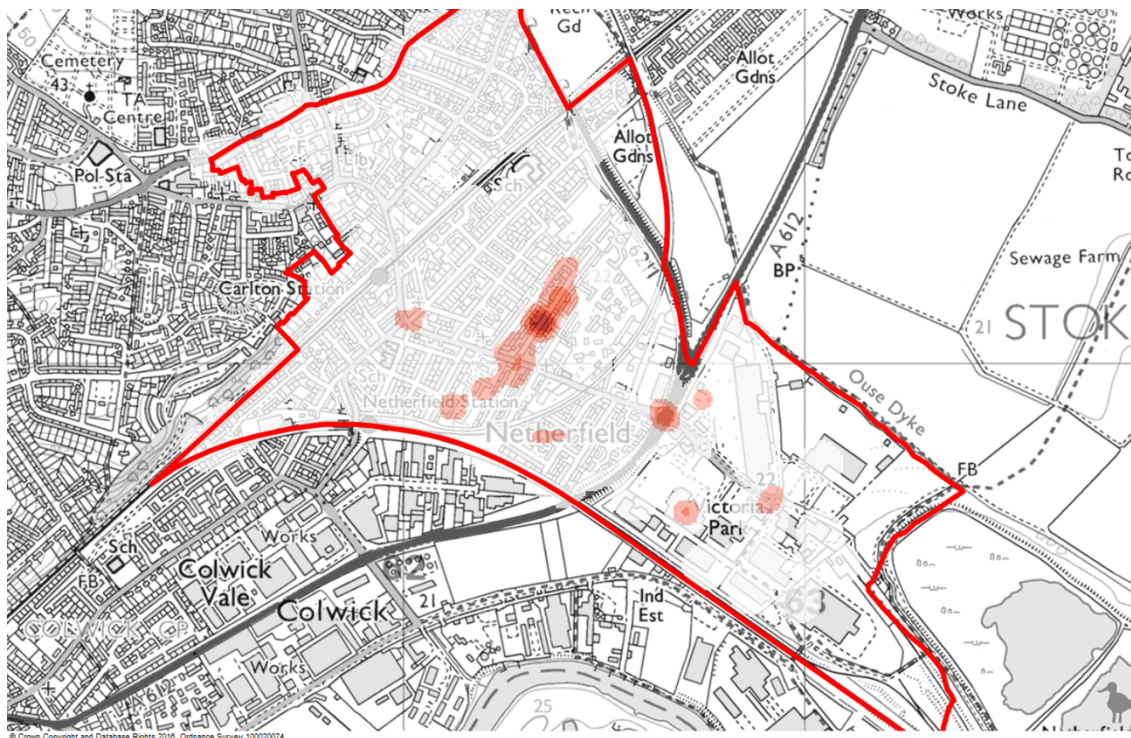
As the secondary fires data is low number for the period 01 January 2012 to 31st December 2016 all have been mapped as a five-year period. Areas that highlight as risky areas are Arnold town Centre and to some degree Dunstan Street.

Map 5: 5 years Secondary Fires mapped in Gedling District

© Crown Copyright and Database Rights 2016. Ordnance Survey 100020074.
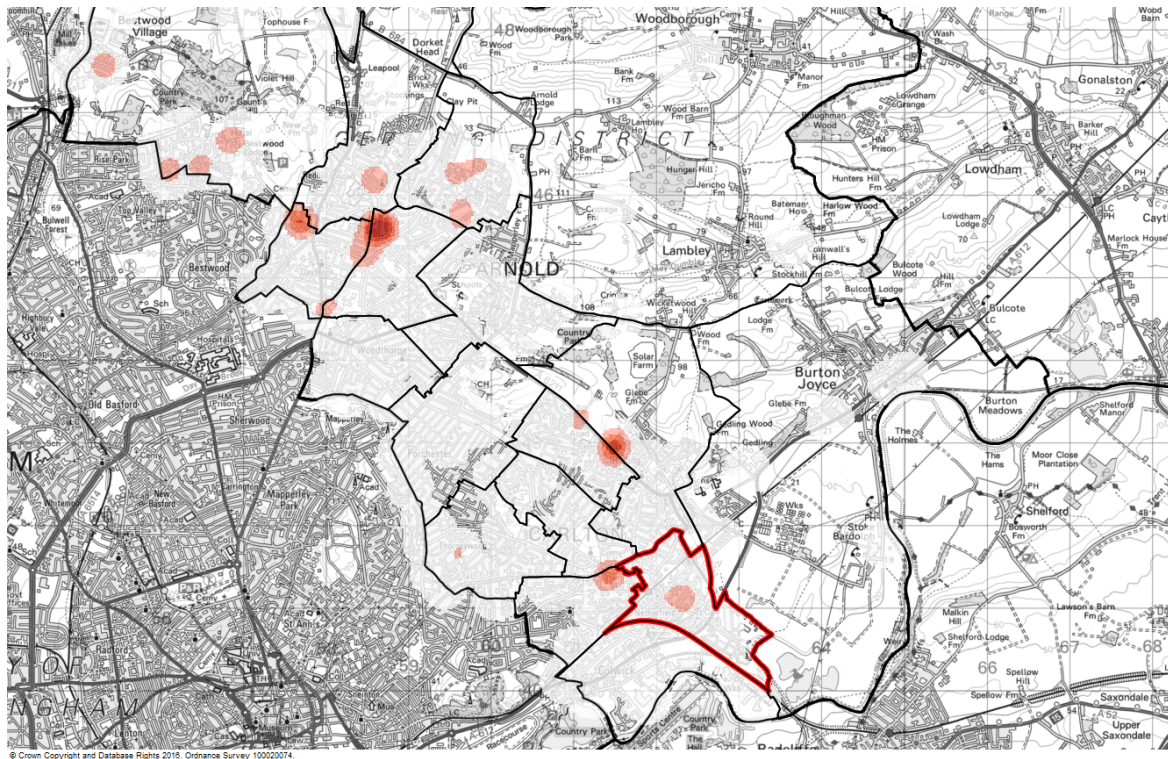
ASB complaint data was also taken from the council used Uniform system, and placed into an excel spreadsheet where it was mapped into graphs, for every year from 2011-2016. It was found that Netherfield consistently had the highest number of ASB complaints, followed usually by Carlton Hill or Ernehale. For the year 2016, there were 522 reports of ASB from Netherfield, with 405 of these complaints relating to fly tipping, littering, or dumping rubbish. The comparison of these numbers can be seen below as both a percentage of complaints and total number of complaints in graphs 5 and 6.

Data was also mapped into graphs for the years 2011-2016 combined, which is displayed in graphs 7 and 8. It can be seen that there are a significantly higher number of complaints of anti-social behaviour within Netherfield. The average number of complaints per year for Netherfield is 334; the next highest ward is Carlton Hill, with an average of 260. In comparison Woodthorpe only has an average of 41 complaints per year.

Graph 9: Number of ASB Complaints by percentage 2016 – All wards
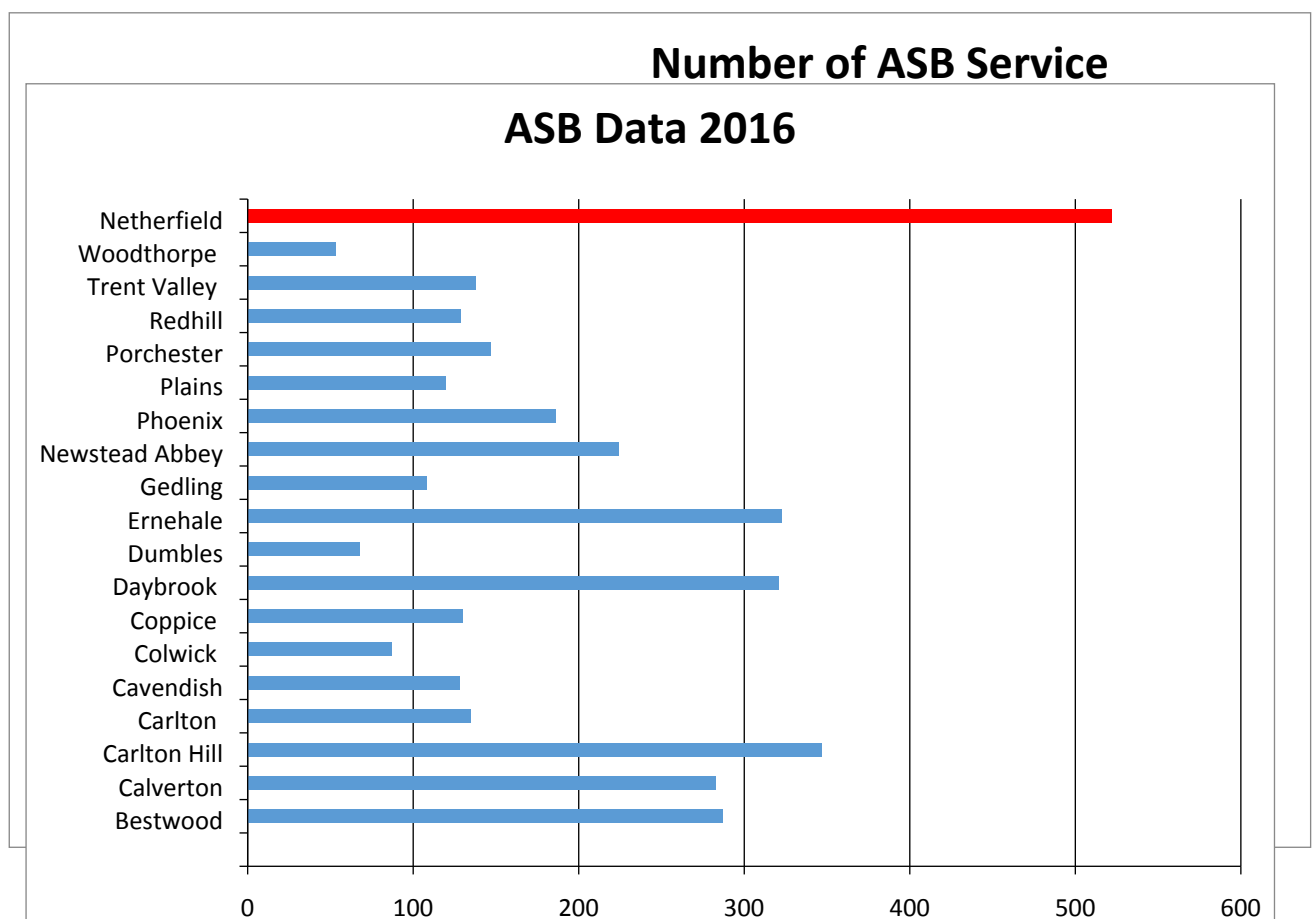
Graph 10: Total Number of ASB Complaints 2016 – All wards

Total Number of Service Requests ASB 2011-2016
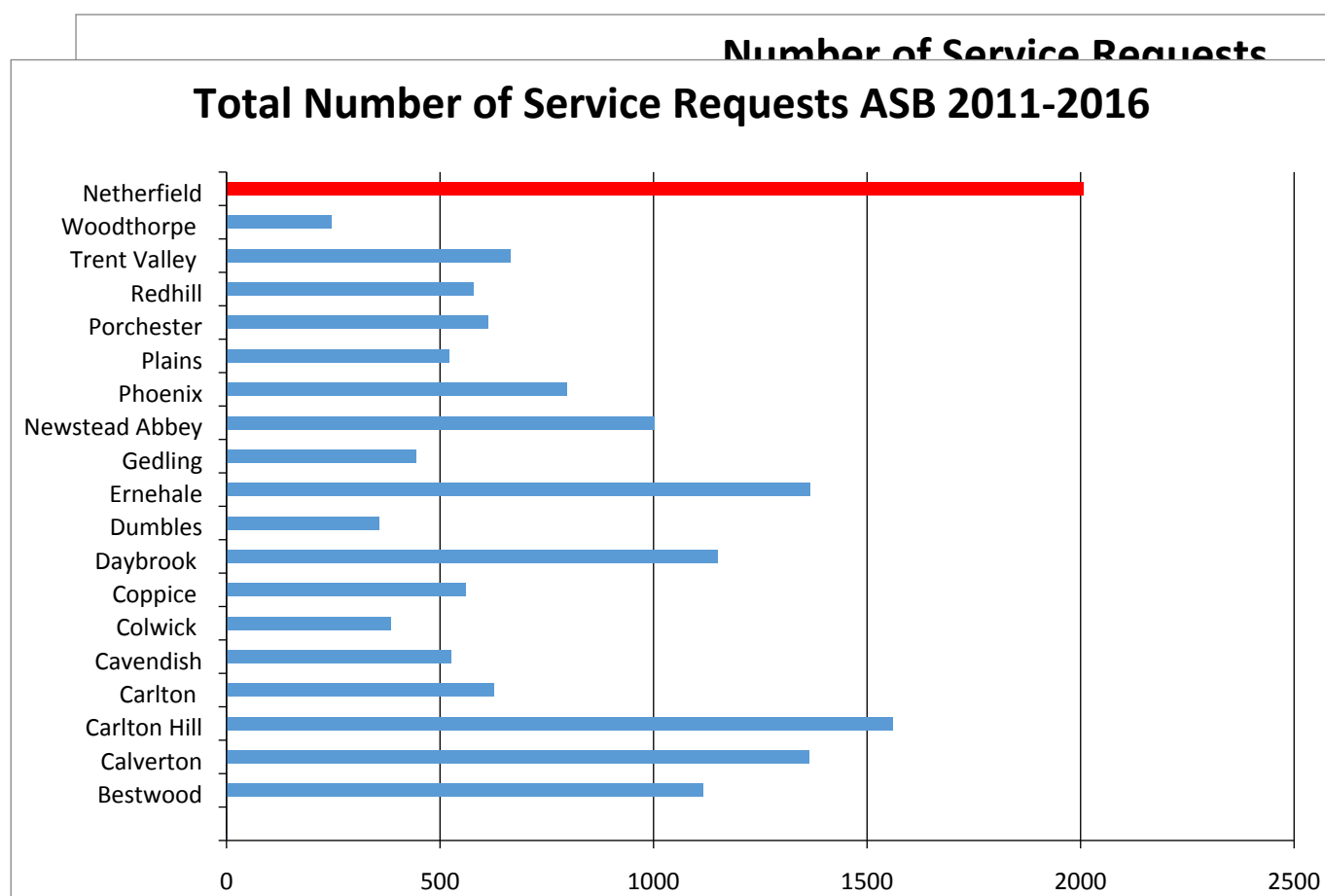
Graph 12: Total Number of ASB Complaints 2011-2016 – All wards

The ASB data in this section of the Proposal document shows that the Netherfield Ward ranks highest in the borough for requests for service and has a number of hotspot areas. In terms of how this level of demand for service relates to the private rented sector there have been a number of issues in the ward caused by residents in or associated with private rented accommodation.

The Council and Police have carried out a number of interventions in recent years to address ASB in the ward. Each year the Council receives over 35 complaints about noise nuisance some of which will be caused by private rented tenants. When investigating complaints the Council will seek the support of landlords to encourage the tenants to change their behaviour, some landlords will contact their tenants following requests from the Council but some landlords are not so co-operative or easy to contact. It is known from information available to the Council that many landlords with properties in Netherfield live outside of Gedling Borough Council's area and in some circumstances this can be a barrier when dealing with problematic tenants.

In the past the Council has served noise abatement notices on tenants living in private rented accommodation in the Netherfield ward and have even prosecuted a

tenant for breaching an abatement notice in the ward. This subsequently led to the tenant receiving a Criminal Anti-social Behaviour Order banning them from visiting the street where they had been playing excessively loud music and where they had been causing antisocial behaviour to residents.

On another street in the ward residents were experiencing antisocial behaviour from multiple private rented addresses with groups of young adults congregating and causing distress to residents. The Police, Council, and Youth Services worked together to address the issues and number of which were attributed to private rented properties. A number of public meetings were held in the community and some landlords attended to discuss the issues but progress was slow and caused significant impact for affected residents. The Council installed a permanent fixed CCTV on the street to provide reassurance and gather evidence of offences in the public areas – this is the only wholly residential street in the borough that is served by a dedicated CCTV camera which was installed due to the prevalence and nature of the offences that the community were experiencing.

Elsewhere in the ward the Council were required to intervene in two private rented flats that were the source of numerous noise and anti-social behaviour complaints. Many investigations were carried out and ultimately the problem was resolved when a prohibition order was served on the property and the tenants were required to move out.

It is the Council's view that the introduction of Selective Licensing will require landlords to implement a more proactive approach to property management and this will help to address at an early stage the antisocial behaviour problems that have been impacting the community. There are number of proposed licence conditions that will assist with addressing antisocial behaviour at an early stage and reduce the impact on surrounding the community. It can be seen from the data that in 2016 there were over 400 reports of fly-tipping, littering or rubbish dumping – some of these requests for service will be attributed to private rented tenants / properties. The proposed conditions for dealing with rubbish introduce a basic requirement to provide information relating to the storage and disposal of refuse which should encourage the appropriate use of refuse facilities and reduce rubbish dumping and fly-tipping in the ward.

4.3.3 Crime

Data mapped below has been taken from the CRMS Police database between 01 January 2012 to 31 December 2016 and shows police reported crimes which have been recorded to a dwelling address, all business and open space crime have been removed.

All 5 years' data mapped using kernel density hotspot on the entire District: It shows the constant hottest spots in the District are Netherfield with a few other hotspot locations around the Arnold town centre. The map below shows 5 years' worth of data mapped together and the hotspots generated from this. Appendix 5 shows all 5

years separated out and the hotspot locations generated at District and Netherfield levels.

Map 6: 5 years crime mapped in Gedling District
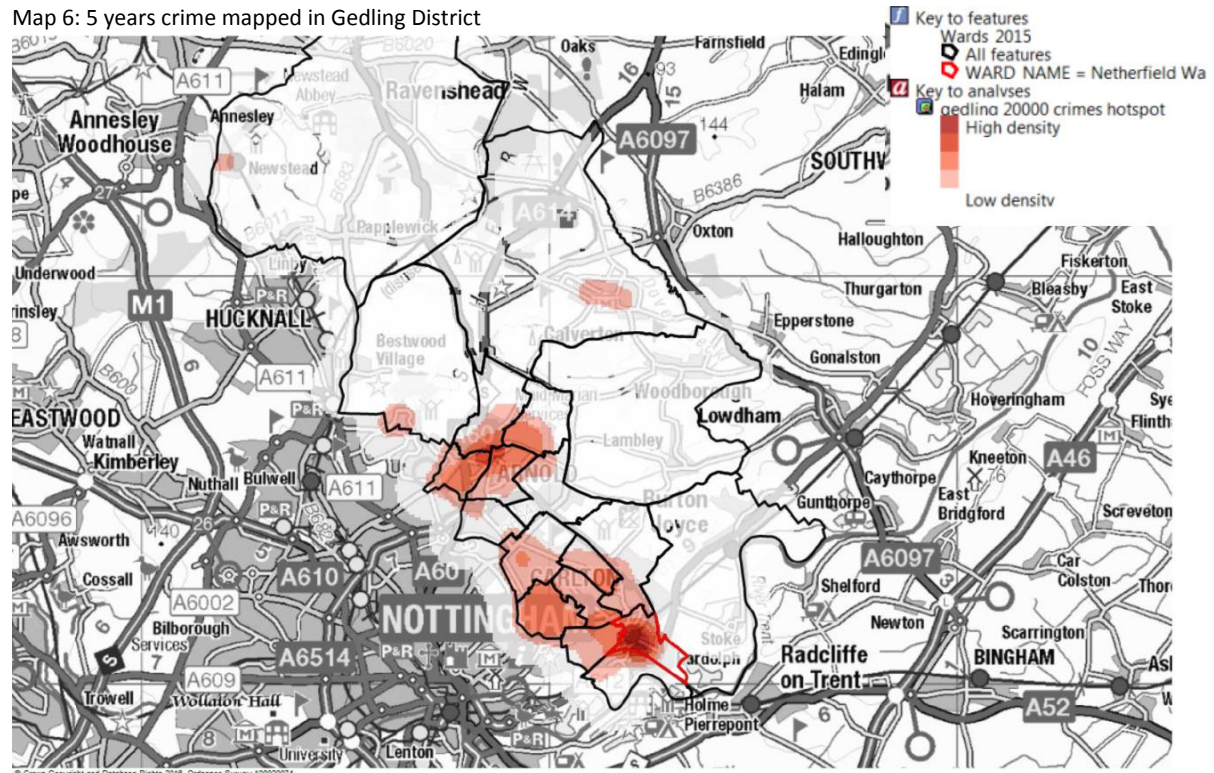
Map 7: 5 years Crimes mapped in Gedling District
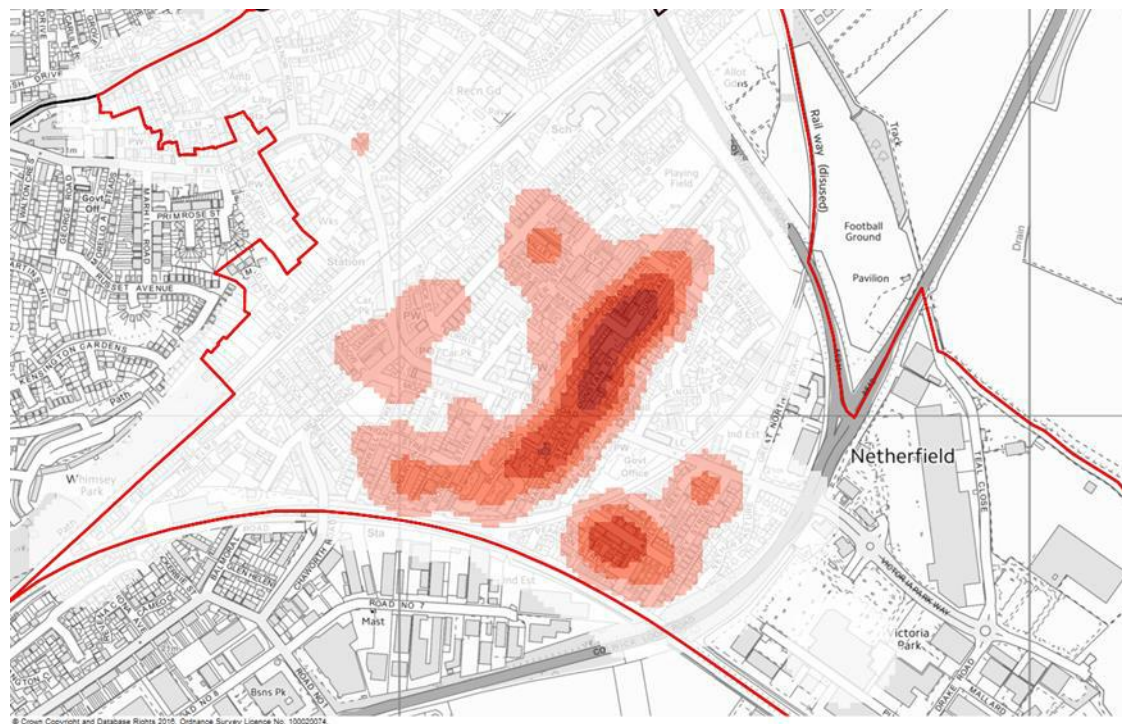
Crime data from the years 2012 – 2016 was also mapped into graphs; however due to the ward boundaries changing at the end of 2015, graphs from 2012 – 2015 compile reported crime from both Netherfield and Colwick into the same category. Netherfield and Colwick were found to consistently have the highest number of crime

from every year from 2012 – 2015. In 2016 after the ward boundaries were changed Netherfield ranked third highest ward in terms of Crime in the Borough; which is represented in graph 13 below.

Data from the years 2012-2015 was mapped into a graph to show the total crime number for all 4 years before the ward boundaries were changed which is shown in graph 14. The number of total crimes reported for the period of 2012-2015 in Netherfield and Colwick was 2325. The next highest ward was St. Mary's with 1623 reported crimes. In comparison to this the ward with the lowest number of reported crimes across all four years was Woodborough, with just 117. Whilst this data combines both Netherfield and Colwick, if it is interpreted alongside the hotspot maps in Appendix 6 it can be seen that for the years 2012-2015 the highest density of reported crimes are in the Netherfield part of the Netherfield and Colwick ward boundaries.

Graph 13: All Crime shown as a percentage 2015-2016

All Crime (%) 2015 - 2016

Woodthorpe 3%
Colwick Woods 3%
Dumbles 1%
Ernehale 10%
Daybrook 10%
Netherfield 9%
Calverton 9%
Carlton Hill 7%
Porchester 7%
Newstead Abbey 5%
Cavendish 5%
Redhill 5%
Coppice 4%
Bestwood St Albans 4%
Plains 4%
Gedling 4%
Phoenix 4%
Carlton 3%
Trent Valley 3%
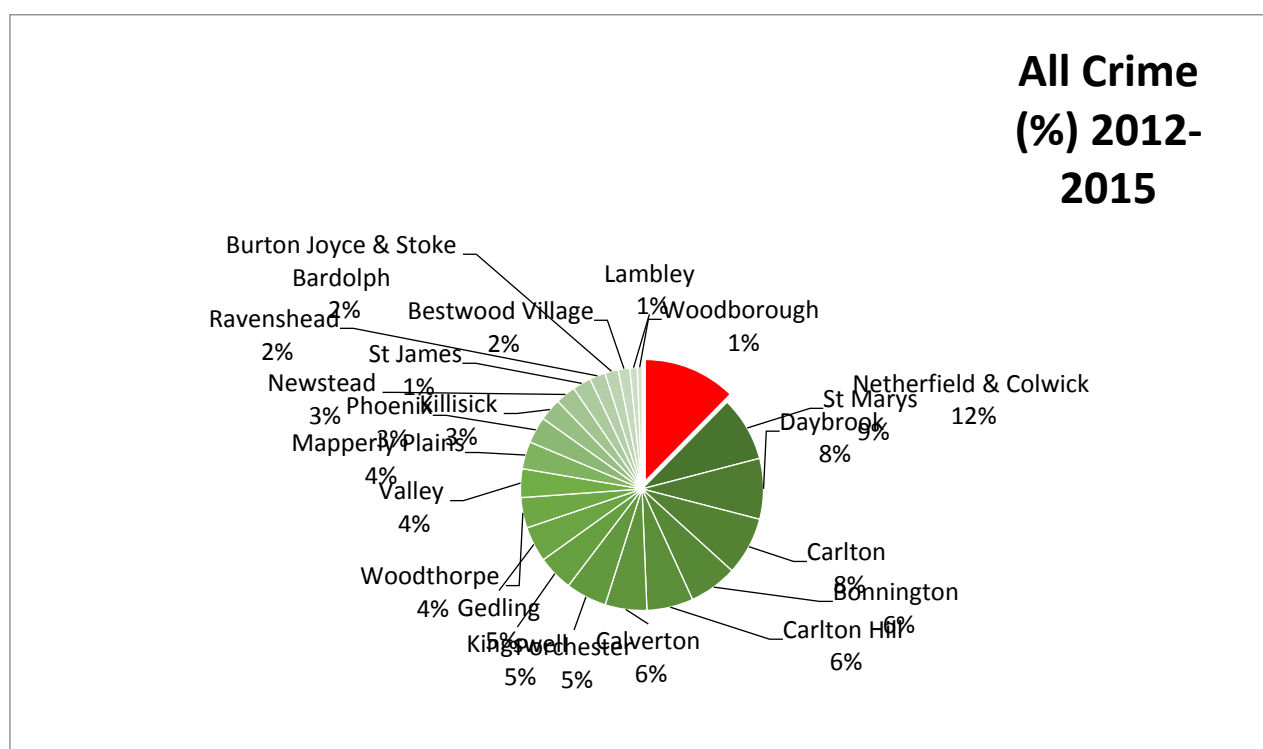
4.3.4 Housing Conditions

Data mapped below has been taken from the Council's Uniform database from the years 2011-2016 and shows housing condition requests for service made to the Council. The darker the colour of the hotspot, the higher the density of service requests.

Maps 7 and 8 below show the constant hotspots in the District are Netherfield with a few other hotspots around Carlton Hill and Daybrook. The maps below show six years of data and the hotspots generated from this. Map 8 shows the hotspots specifically in Netherfield; the streets that are highlighted as having the highest density of complaints are Godfrey Street, Deabill Street, Manvers Street and Arthur Street.

Page 81

Map 7: 6 years Housing Condition Service Requests mapped in Gedling District
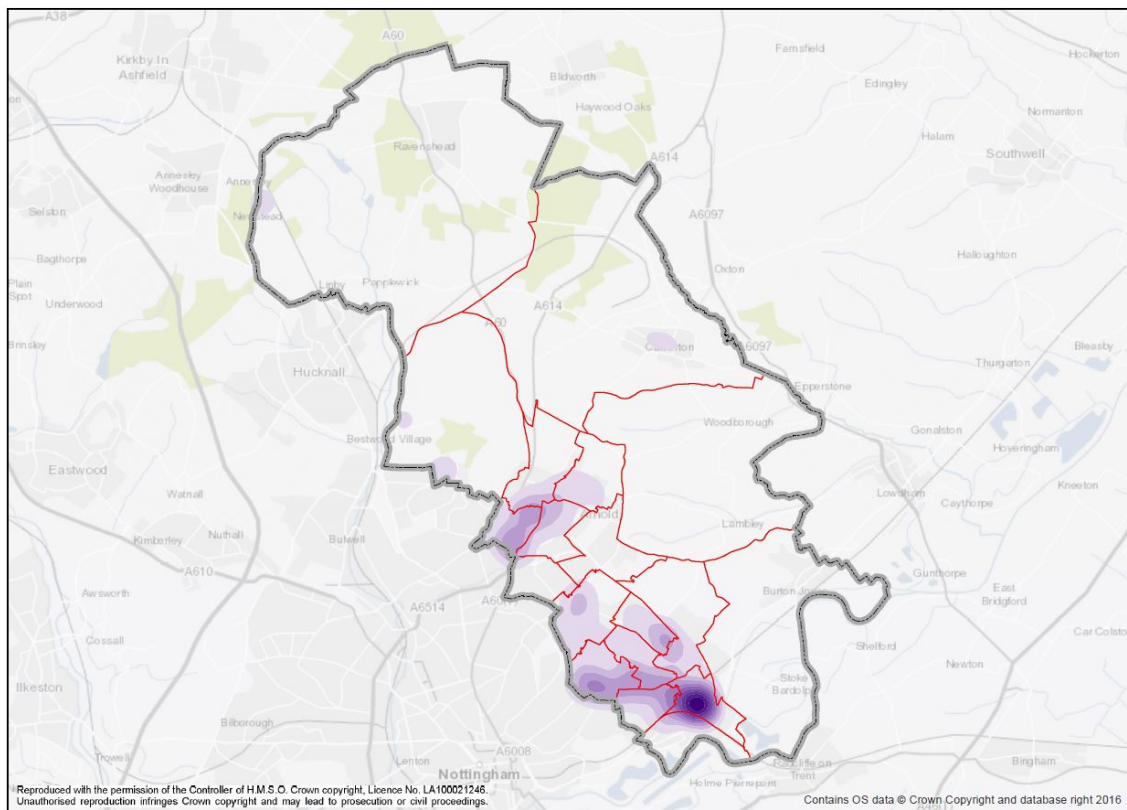
Map 8: 6 years Housing Conditions Service Requests mapped in Netherfield
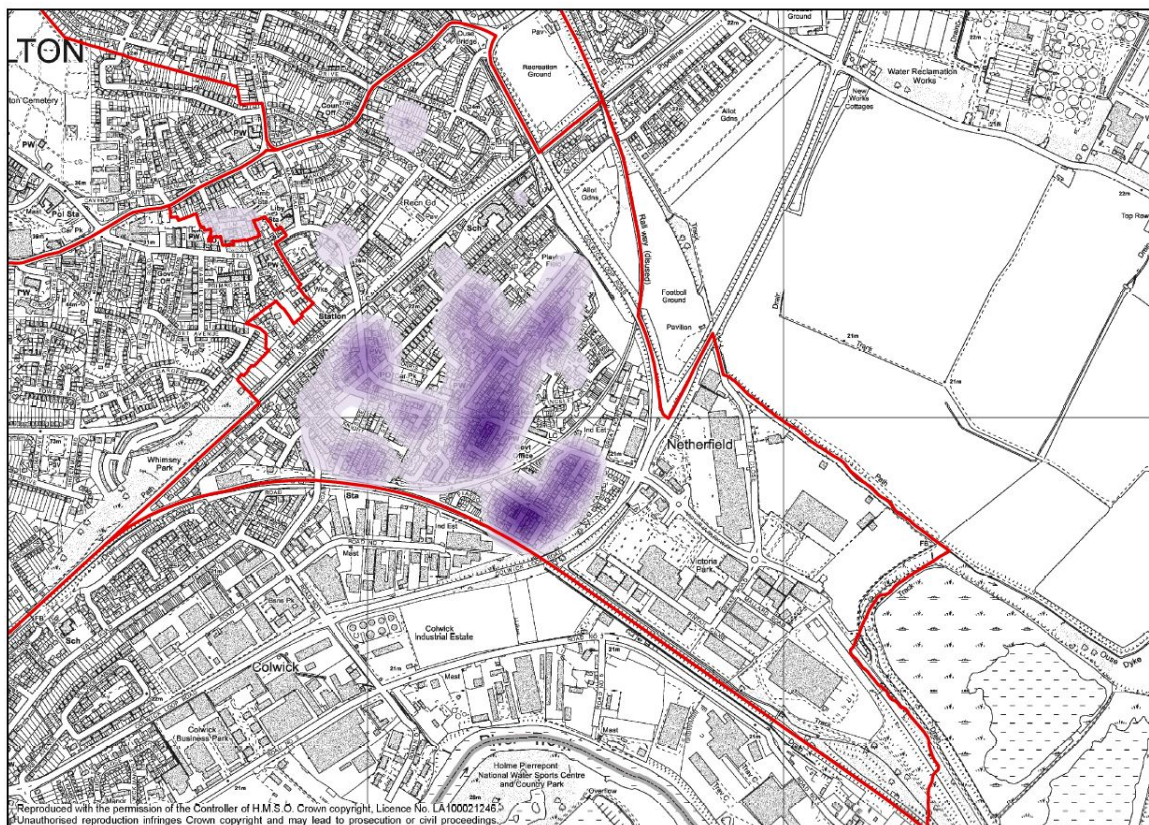
The same data taken from Uniform was also compiled into graphs, both for the year 2016 and all years 2011-2016 combined. It was found that for every year Netherfield had the highest number of service requests made about housing conditions; apart from 2011 where Carlton Hill and Phoenix had 4 and 2 more service requests respectively.

It can be seen from graphs 15 and 16 that Netherfield has a significantly higher number of service requests than any other ward; with a total of 165 over the 6 year period. The ward which had the second highest number of complaints was Carlton Hill, with 114 service requests; only 70% of the number which Netherfield received. The ward which had the lowest number of service requests across all years was Dumbles, with 8.

Graphs 17 and 18 show the data from 2016. Across all 19 wards 160 service requests relating to housing conditions were made. Of these, 27 were from Netherfield, which corresponds to 19% of all complaints made for that year.

Graph 15: Number of Housing Condition Service Requests by percentage for all years 2011-2016 – All wards
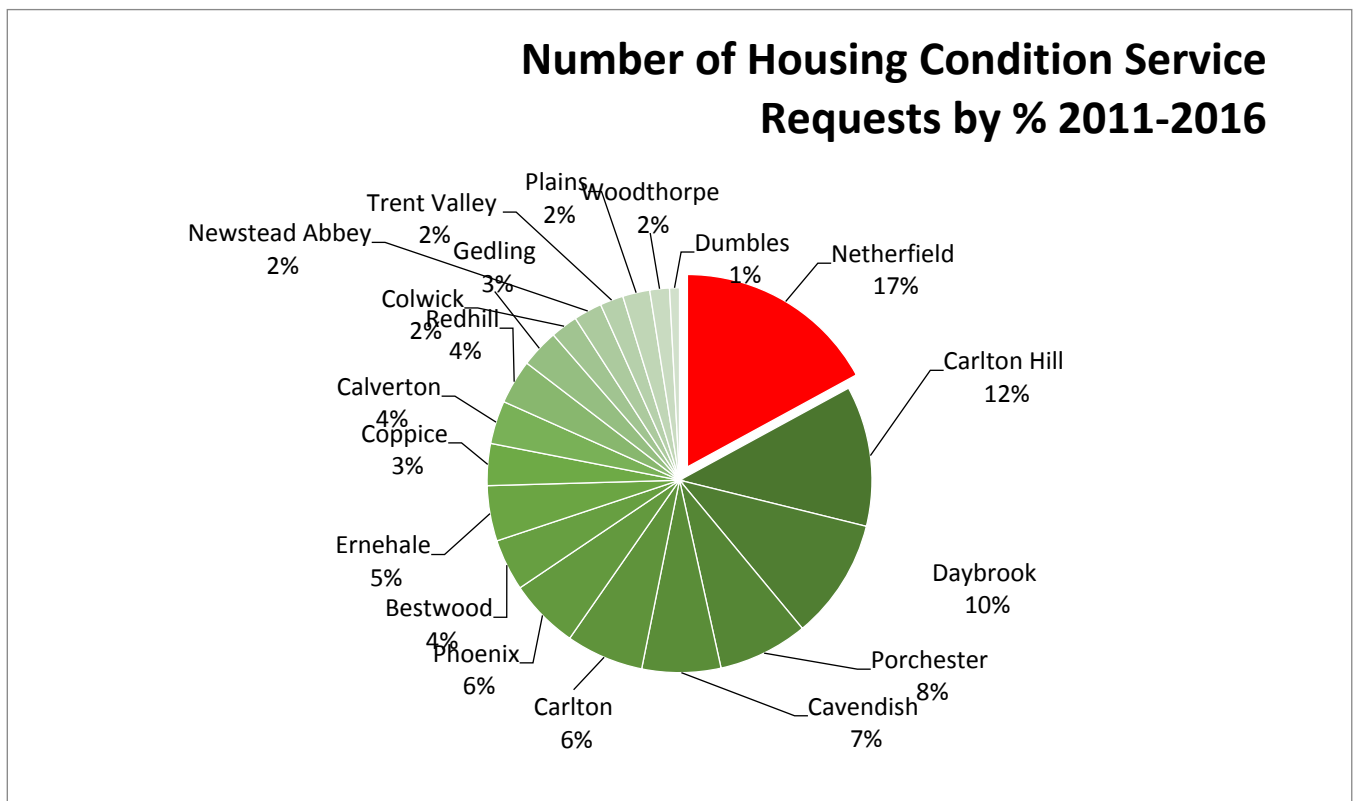
Number of Housing Condition Service Requests by % 2011-2016

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Total Number of Housing Condition Service Requests 2011-2016
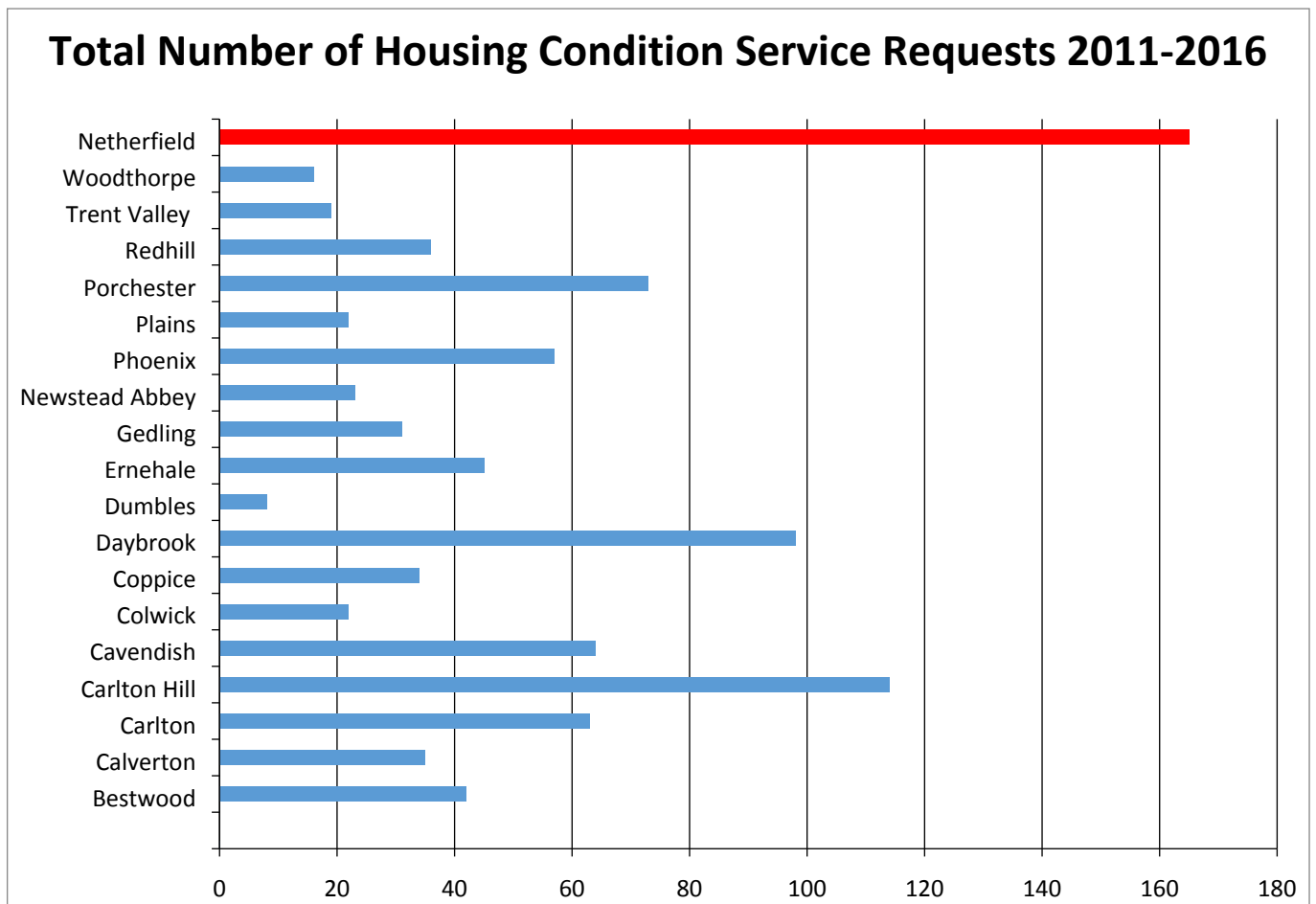
Graph 17: Number of Housing Condition Service Requests by percentage 2016 – All wards

Graph 18: Total Number of Housing Condition Service Requests 2016 – All wards

Housing Condition Service Requests 2016
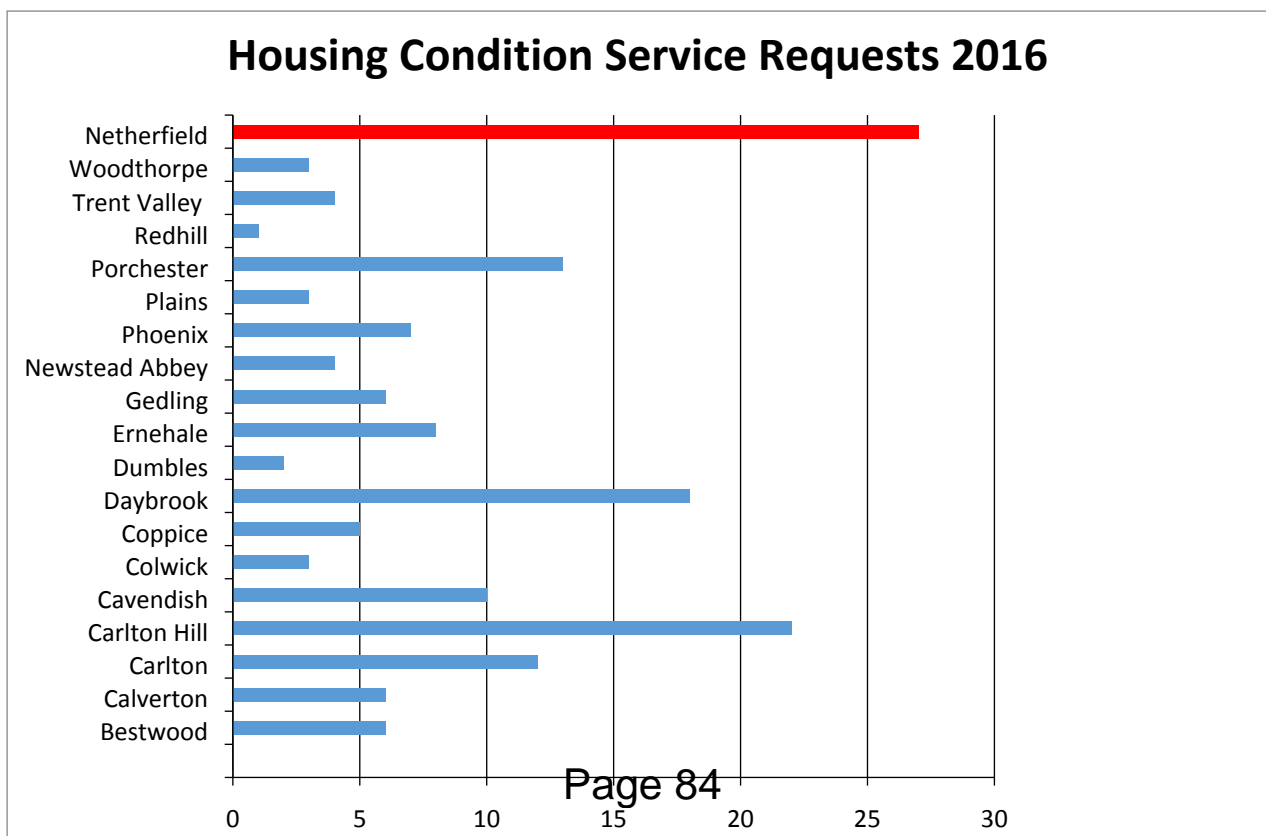
The service request data shows reactive reports that are generated when a customer contacts the Council to report a problem; it is known that many cases of poor property conditions go unreported for a variety of reasons. A large proportion of the housing stock in Netherfield ward was built prior to 1930, and some prior to the 1900's; and is of solid wall construction. Properties in the area are known to experience hazards due to excess cold, dampness, and condensation.

In 2014 a first floor flat was prohibited on Godfrey Street due to hazards of inadequate fire separation, and in 2016 a first floor flat on Victoria Road was prohibited due to inadequate means of escape in event of fire. It is highly likely that many more category 1 and 2 hazards would be identified if properties were subject to routine and proactive inspections as required through a Selective Licensing regime.

Private Housing enforcement records show that over the six year period for 2011-2016 14% of all notices served were made against landlords in Netherfield; ranking it second highest to Carlton Hill. This information is displayed on graph 19 below.

Analysis of the number of service requests received shows that in Netherfield since 2011 97.6% of cases are resolved informally compared to 96.9% of cases across the whole borough during the same period. However, as stated above many cases go unreported and simply analysing the level of enforcement doesn't not alone show the extent of the poor property conditions that exist in the area.

Graph 19: Notices Served on Private Housing by percentage 2011-2016

Private Housing Enforcement Record by % (2011-2016)

Carlton Hill 23%
Netherfield 14%
Daybrook 10%
Phoenix 10%
Coppice 7%
Newstead Abbey 7%
Bestwood St Albans 3%
Trent Valley 7%
Woodthorpe 7%
Carlton 3%
Ernehale 3%
Gedling 3%
Plains 3%
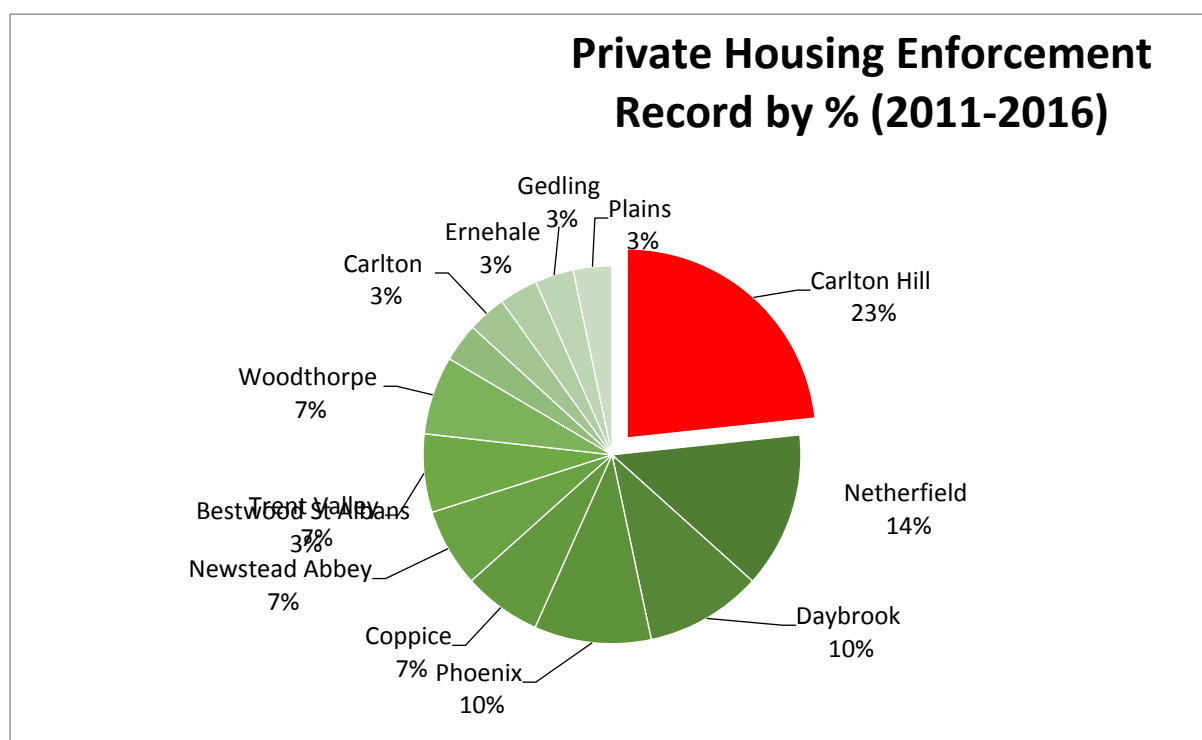
5.0 How does Selective Licensing Support the Council's Strategy?

This section demonstrates how the proposed Selective Licensing designation is consistent with the overall housing and homelessness strategy for the District and will form part of a wider strategic framework for improving housing across Netherfield.

The introduction of Selective Licensing in Netherfield is key to the Council's Housing Strategy to tackle and improve the quality of homes within the district and create a balanced housing market to support social and economic improvements.

Housing plays a fundamental role in delivering sustainable communities, facilitating social and environmental improvements and promoting economic growth. The Council believe that Selective Licensing has an important role to play and offers valuable support to existing initiatives to tackle empty homes, prevent homelessness, create sustainable, high quality neighbourhoods and reduce anti-social behaviour.

Gedling Borough Council has three corporate priorities[5], and three priority areas which are Netherfield, Killisick and Newstead Village. Since September 2012, the council has employed a dedicated Localities Co-ordinator to support the Netherfield community. The Council co-ordinates the Netherfield Steering Group which brings together partner organisations to improve the ward for residents and businesses. The Council has commissioned public realm design research to develop proposals to improve the built environment which has identified solutions to extend front yards to properties, introduce bin stores and install welcome lights. The next stage of the project is to identify funding options to finance the recommendations.

In addition to Selective Licensing for the private rented sector the Council also proposes to bring together a social landlord group to develop a regeneration plan for the ward and create a 3 to 5 year plan to attract investment to regenerate the housing stock in the ward.

The Council currently has a small allocation of capital funding for the Warm Homes on Prescription scheme that is available to residents with long term medical conditions affected by cold and damp homes. The Council is working with local Health Centres to identify eligible residents who may live within the Netherfield vicinity. The grant funding is available to residents of the ward to improve living conditions. The Council also has a significant allocation of capital funding available to provide Disabled Facilities Grants to eligible residents to adapt their homes to enable them to remain living independently in the community. Both forms of grant funding are means tested but eligible across tenure.

One of the Council's corporate priorities is 'Place', with the objective of regenerating the priority areas and providing an attractive and sustainable environment that local

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[5] http://www.gedling.gov.uk/aboutus/howwework/prioritiesplansperformance/

people can enjoy/appreciate. 'People' is another corporate priority. The objective is to 'reduce anti-social behaviour, crime, and the fear of crime' and 'improve health and well-being.' The Council believes the introduction of Selective Licensing will make a significant positive contribution to these corporate priorities.

5.1 Private Rented Sector

The Council have long held the view that a positive relationship with the private rented sector is of mutual benefit to both parties and residents of the district. Through programmes to tackle empty homes, prevent homelessness, address issues of low demand and improve housing standards the Council have worked with the privately rented sector to strengthen this partnership and deliver effective solutions.

To achieve this aim the Council supports the Private Landlords Forum that meet periodically to discuss issues of particular relevance to the sector and the Council see this partnership as an important strand of the housing strategy that contributes to improving property standards and management practices across the sector.

5.2 Anti-Social Behaviour and Crime

Selective Licensing supports the strategic aims of the Community Safety Partnership to reduce crime and disorder. Selective Licensing works in partnership with the anti-social behaviour team, the Police, and Landlords to encourage and assist Landlords and Agents to deal with issues of ASB and crime.

The licence conditions require landlords to meet the "fit and proper person" criteria. This combined with the other Selective Licensing conditions should help to professionalise landlords within the designation area, and therefore improve housing standards and landlord compliance.

The conditions require a landlord to obtain references for any tenant before starting a new tenancy and to take action against any tenants that they have been informed are involved in anti-social behaviour, and where this is also believed to be criminal activity; are required to report it to the appropriate authorities. These conditions combined should help to reduce levels of crime and ASB within the private rented sector of Netherfield.

5.3 Housing Conditions

The designation of the Selective Licensing area will lead to a more collaborative approach to dealing with housing condition matters that might otherwise not have been the case. If the Council receives a housing condition complaint in respect of a property from the Selective Licensing area, the property is inspected under the terms of the Selective Licensing scheme (if it has not already been the subject of such an inspection). The support that the Council can offer to the landlord under the Selective

Licensing scheme fosters more of a partnership approach than going through the traditional enforcement route, which is more formal in nature.

The designation of the Selective Licensing area the Council will require formal enforcement action in a comparatively small number of cases. A collaborative approach developed through the Selective Licensing designation will enable Council officers to work informally with landlords to ensure that, in most cases, any outstanding repairs are completed.

6.0 Option Appraisal

The option appraisal below looks at other powers and projects that are available to the Council with the reasons why they could not replace the proposed Selective Licensing Designation in the proposed areas.

6.1 Accreditation

Accreditation was first introduced in the 1990's mainly in university towns as a mechanism for helping landlords or agents to meet agreed standards of competence, skills and knowledge about the business of owning, managing or letting a private rented home.

Accreditation is supported nationwide by a wide range of stakeholders, including the Government, landlord associations, and Local authorities, Shelter, the National Union of Students and the Chartered Institute of Environmental Health. It can aid the supply of good-quality, well-managed homes. Nationally landlord Accreditation is available through the National Landlords Association or the Residential Landlords Association (RLA) who charge landlords to join their schemes.

Locally Gedling Borough landlord accreditation is provided for free via DASH Services (formerly East Midlands Landlord Accreditation Service) based at Derby City Council. Since 2009 only 15 landlords based in Gedling have joined the scheme. It is evident that whilst landlord accreditation can prove successful in improving housing conditions and professionalising the sector that many landlords are not subscribing to accreditation schemes. The proposal to introduce Selective Licensing in the Netherfield the ward will incentivise landlords to become accredited by offering a discount on licence fees and proposed licence conditions requiring landlords to attend training will maximise the impact of landlord accreditation as current voluntary approach is not attracting a sufficient amount of landlords.

6.2 Enforcement of Housing Standards

The Housing Act 2004 introduced the Housing Health and Safety Rating Scheme (HHSRS) which allows local authorities to inspect privately rented properties to ensure the condition of that property does not have an adverse effect on the health, safety or welfare of tenants or visitors to that property. Where necessary the Council will serve statutory enforcement notices to ensure the condition is improved.

The number of property inspections, are in the main based upon a reactive service; a service request will be made to the local authority who will then undertake a HHSRS inspection to determine whether action needs to be taken. Whilst this approach does improve property conditions it is sporadic across the District and does not have a concentrated impact in one area. In addition this power does not tackle property management standards. Through the Selective Licensing designation (and beyond) landlords are welcome to attend the regular Landlords Forum meetings which cover all aspects of property management including property condition. Through training, advice and support landlords will recognise what improvements need to be made to their properties reducing the need for action under the HHSRS.

In addition the Council will continue to undertake proactive property inspections in the designation area, offering advice and where necessary taking enforcement action to improve property conditions across the designation area. Improved property conditions will assist in retaining tenants and attracting occupants to the area assisting in tackling low demand.

6.3 Management Orders

Part 4 of the Housing Act 2004 introduced the use of Management Orders but these orders should not be used if other enforcement options will remedy the problem. The general effect of a Management Order is that the Council takes control of the property, although legal ownership does not transfer from the landlord. There are two forms of Management Order, interim and final. Interim lasts for a period of 12 months which can then be followed by a final Management Order which lasts for a maximum of 5 years.

Once a Management Order is in place the Council takes over the management of the property. The occupiers pay their rent to the Council and any repair costs such as routine repairs or building insurance are taken from the rent before any surplus is given to the owner (landlord).

This power only deals with individual properties and is resource intensive especially as the Council no longer has any stock of its own. In some cases, even retention of the full rental income may not be adequate to properly maintain and manage the property, in which case, additional costs would end up being borne by the Council tax payer.

This approach does not present a long-term solution to address poor management of privately rented stock as the property is returned to the original owner who may not necessarily have improved their management standards in the interim.

6.4 A Private Sector Leasing Scheme

A Private Sector Leasing Scheme is where the Council takes out a lease, normally 3 to 5 years in duration, from a private owner or landlord on their property. The Council then uses the property to provide affordable accommodation for homeless families.

There is no guarantee that landlords, especially the worst, will join the scheme and the Council cannot compel them to do so. As with Management Orders the scheme does not address poor management practices as the landlord does not gain experience, advice or training during the lease meaning that once handed back management standards will once again be unsatisfactory.

6.5 Raising Landlord Awareness

Landlord forums are run twice annually, and newsletters are emailed out to landlords within the area. Through this there is the option of providing landlords with information on how to conduct a tenancy appropriately; the requirements of themselves as landlords; and the options of vetting any prospective tenants in order to reduce the intake of problem tenants within the area.

The problem with raising awareness alone is that there is no obligation for the landlords to listen to the information being presented to them, or to address tenant behaviour and obtain references.

6.6 Summary of Options

In summary the alternative options to Selective Licensing would require partial or full funding from the Council, which is ultimately paid for by all tax payers. Selective Licensing will continue to be entirely self-financing, paid for by the licence applicants and not the community. This is an approach which the majority of residents agree with as many of the problems within the area are caused by irresponsible property management practices.

The alternative options do not compel a landlord to address tenant behaviour or ensure landlords seek references when allocating their properties. Existing Selective Licensing schemes elsewhere in the country have proven successful in tackling anti-social behaviour and ensuring problem tenants do not move within the designation area. Landlords will be able to continue to access advice and support from the Council to deal with problematic tenant behaviour. The alternative options do not provide a long-term solution to the training of inexperienced landlords whose business and subsequently the community would benefit from improved management practices. The alternative options are not area based and can only tackle a small number of properties. Selective Licensing tackles all privately rented properties in the proposed designation area. To improve the conditions, standards of management and reputation of the private rented properties in the designation area a collective approach is required; dealing with a small number of private rented properties will not assist in improving conditions.

The other options of accreditation, the enforcement of property standards and management orders will be used not as an alternative to Selective Licensing but as support tools as part of an integrated programme of measures to improve the social and economic conditions of the area. It is thought that in providing the incentive of a

lowered licence fee for accredited landlords there will be an increased uptake of accreditation. The idea behind the reduced fee is to incentivise the uptake of accreditation.

Whilst there is always the risk with Selective Licensing, that landlords may illegally evict tenants, leave the area or try to avoid licensing; through robust monitoring procedures the team will find all privately rented properties and any reports of illegal evictions are investigated immediately and where required sanctions are taken against that landlord.

7.0 Why do we need a Selective Licensing Scheme?

Whilst landlords have engaged with the Council, monitoring of management practices does continue to show that some landlords will "cut corners". This is often in relation to tenant references and their standards of property management. Landlords are under increased pressure with changes to the benefit system and changes relating to empty properties to minimise void periods and their remains the risk that some managers will revert to irresponsible management practices without the sanction of licensing.

The Council's Private Landlords Forum, emailed newsletters and regular contact with landlords all indicate the proactive approach the Council has developed to engage with landlords to work with them to develop and improve their management practices. Responsible landlords continue to ask Officers to deal with un-reputable landlords and Selective Licensing is an effective way of dealing with this issue directly.

This proposal has also highlighted a number of other regeneration priorities in the area to tackle empty homes and deliver new housing developments. Selective Licensing is still required to support these physical regeneration activities to ensure poorly managed properties do not undermine this work and dissuade people from moving into the area. Through a balanced, stable housing market the areas have an opportunity to realise potential as a neighbourhood of choice that offers a range of property types and tenures to meet current and future housing demand. Selective Licensing will make a valuable contribution to achieving this potential.

In conclusion to this report the Council has had regard to the legislative requirements for making its proposal and also the guidance in determining the need for the introduction of selective licensing, which was set out in detail in pages 4-6..

This proposal has carefully considered the housing market within the proposed designation area and the Council is of the opinion that the area is suffering from ASB, crime, deprivation and poor housing conditions.

Licensing can help create a thriving sustainable mixed tenure neighbour.

As highlighted previously the Council has had regard to government guidance on selective licensing, the "Evaluation of the impact of HMO Licensing and Selective Licensing" published by the Building Research Establishment on behalf of the Communities and Local Government January 2010, stated that Selective Licensing is a long term strategy and will not provide instant solutions.

In conclusion, based on the evidence contained within this document, the Council proposes that a designation of Selective Licensing in the proposed area is necessary to address the problem of anti-social behaviour, crime, deprivation and poor housing conditions in the area.

8.0 How to Respond to the Council's Proposal to Designate Netherfield as a Selective Licensing Area?

The consultation exercise will be carried out for 12 weeks from Monday 16th October 2017 to Friday 8th January 2018. An electronic questionnaire will be made available to stakeholders to seek views on the proposal. The following methods will be used to publicise the proposal and consultation;

- Mailshot to private landlords known to own properties in the ward
- Leaflet to be hand delivered to all residents and businesses within the consultation area
- Press release and advert in to local newspapers
- Posters to be displayed in community buildings and businesses
- Information on the Council's website and social media platforms
- Community briefing events to explain the proposal
- Adverts on the Councils plasma display screens in the borough
- An advert in the November edition of the Councils Contacts magazine delivered to all residents of the borough.

To respond to the consultation please see the Councils website:

http://www.gedling.gov.uk/council/haveyoursay/

Appendix 1: List of Proposed Fees; Gedling Borough Council

	Fee	Comments
Standard Fee	£675	For non-accredited landlords
Accredited Landlord fee	£650	The proposed licence holder is accredited with either Unipol or DASH
Paper Application Form	Additional £100	For the Council to send out a paper application pack and process the completed paper response, rather than submitting online
Missed Inspections	£50	Failure to attend an agreed inspection a charge shall be levied
Finder's fee	£150	Where the Council has to do more than the normal amount of work to ensure a licence application/renewal is made
Part 1 Housing Act 2004	£350	Not all costs can be recovered from the licence fee. Under part 1 of the Housing Act 2004 (Section 49) the Council can charge for relevant costs linked to enforcement work. NB once an invoice is issued, this charge becomes a local land charge on the property
Application to Vary a Licence	No charge	Includes applications to change the manager, address, number of occupants

Extra Correspondence	£30	Where the Council has to e.g. do more than normal to obtain further information to secure a valid licence application or provide copies of documents requested.

Appendix 2: Fit and Proper Person and Management Arrangement

Fit and Proper Person and Management Arrangement Criteria for Selective Licensing

Part 3 of the Housing Act 2004 outlines that, when deciding whether to grant a licence or not the local authority (the "Authority") is required to look at three aspects of the management of the property (the "Property") and if these are satisfactory then it must grant a licence;

- The proposed licence holder (the "Licence Holder")
- The proposed manager (the "Manager") (if a different person from the Licence Holder)
- The proposed management arrangements (the "Property Management Arrangements")

2. The application will be checked to determine whether;

- The proposed Licence Holder is a fit and proper ("Fit and Proper") person to be the Licence Holder, and is, out of all the persons reasonably available to be the Licence Holder in respect of the house, the most appropriate person to be the Licence Holder;
- The proposed Manager of the house is either – the person having control of the house, or A person who is an agent or employee of the person having control of the house;
- That the proposed Manager is a fit and proper person to be the Manager,
- That the proposed Property Management Arrangements for the house are satisfactory.
- All persons involved in the management of the property are to be identified and assessed under the Fit and Proper person criteria.

3. The Authority will ensure, through this procedure that:

- Each case will be determined on its own merit; and
- Each specific offence, incident or issue will be considered in terms of its relevance to the holding of a Licence or to management and will take into account the gravity of the offence.

4. Where the information contained in the initial application is insufficient to determine suitability, we may contact the applicant to request further information. Where no other information is available or forthcoming, the Authority can refuse to grant the licence on grounds of insufficient evidence.

<u>Definition of Fit and Proper Person Criteria</u>

5. A Fit and Proper person means that they are morally suitable.

6. In determining whether a person is Fit and Proper the Housing Act 2004 Section 89 outlines the test, this includes assessing whether there has been any;

- Offences involving fraud, or other dishonesty, or violence or drugs, or any offence listed in Schedule 3 to the Sexual Offenders Act 2003
- Unlawful discrimination on grounds of sex, colour, race, ethnic or national origins, or disability
- Breaches of housing or landlord and tenant law

- When determining if the person is Fit and Proper the Authority will consider the following;

    1. They are without any significant and relevant convictions, cautions, reprimands and warnings

    2. If involved in managing the house, they have the necessary experience and/or managerial skills and competence to successfully manage the property in accordance with satisfactory Management Arrangements

    3. They are aware of, and sensitive to, the needs of all sections of society;

    4. They are willing to engage with the Authority in the licensing procedure.

    5. They have suitable Management Arrangements and funding arrangements

<u>Application process - How we will determine whether a person meets Fit & Proper</u>

The Licence Holder and Manager will be assessed under each of the following categories to determine whether they meet the Fit and Proper person requirements.

They are without any significant and relevant convictions, cautions, reprimands and warnings:

- The applicant is to provide copy photo identification, such as Passport or Driving licence of the proposed Licence Holder.

- The applicant is to provide a current Disclosure Scotland for the proposed Licence Holder and Manager.
- Any significant and relevant convictions, cautions, reprimands and warnings showing up under this check will not necessarily mean that an application for licence will be refused. However, the nature of some offences will be viewed more seriously than others. Offences have been categorised into "Category 1", "Category 2" and "Category 3", where category 1 is to be regarded as the most serious.

Due regard to the full circumstances surrounding the offence will be given.

If involved in managing the house, they must have the necessary experience and/or managerial skills and competence to successfully manage the property in accordance with satisfactory management standards:

- Checks will be made with other departments within the Council in addition with other local authorities, to check the applicant, proposed Licence Holder or Manager regarding performance in handling disrepair complaints, dealing with anti-social behaviour, compliance with legal notices to identify any concerns relating to Management Arrangements.
- The applicant is to provide information relating to out of hours emergencies, anti- social behaviour, tenancy deposits, lettings and repairs reporting procedures.
- The Management Arrangements provided in the application will be assessed against the Property Management Arrangements.

They are aware of, and sensitive to, the needs of all sections of society:

- Through the application form, Applicants must demonstrate an understanding of the needs of people from all sections of society.
- That their Property and Arrangements are promoted and accessible to all, without discriminating against race, colour, gender, religion, ethnic or national origin disability (where appropriate) or sexual preference; and are promoted and available to people whose backgrounds may include such circumstances as homelessness, mental health problems, bankruptcy etc., where the provision of support where necessary enables that person to successfully manage their tenancy;
- That all information relating to the tenancy, property and tenant rights and responsibilities is presented in a format accessible and understandable by the individual;

And

- That the management of their property does not contravene relevant legislation and standards, such as the Race Relations Act and Statutory Code of Practice on Racial Equality in Housing.

They have suitable management structures and funding arrangements:

- The Licence Holder must reside within the United Kingdom.
- In addition to those financial responsibilities outlined in the Property

<div align="center">Page 96</div>   Page | 40

Management Arrangement, the Authority would expect a successful licence applicant to have suitable funding arrangements in place to effectively deal with repairs etc. when they arise.

- As part of the application process, potential Licence Holders will have to show that they have suitable financial management procedures in place to ensure contingency funds are available for any repair or emergency remedial works needed. Further investigation, for example credit reference checks or examination of bank account statements may be required.

They are willing to engage with the Authority in the licensing procedure:

- In addition to assessing compliance with current and previous licence criteria, the Authority will take into account the way in which the applicant has engaged with any previous licensing or enforcement procedures, both within or outside the Authority. The fact that the prospective Licence Holder may have been successful in mandatory licence applications is not sufficient evidence on its own to fully demonstrate engagement with previous application or enforcement processes.

  It should be noted that this document and the fit and proper person criteria is not exhaustive and the Authority reserve the right to amend the Fit and Proper Person criteria and the Property Management Arrangements from time to time in line with government directives or through service or policy development. Any amendments, changes to the document or the Criteria will be published and sent to existing Licence Holders and Managers.

Property Management Arrangements

It is expected that all information for the prospective tenant referred to in this document will be in a format and method understandable to them and makes it possible for queries or concerns to be easily raised.

The Licence Holder and Manager are to ensure that there are satisfactory Property Management Arrangements in place, below are the standards that the Authority require for each property.

Standard 1 – Letting Practices

Licence Holder or Manager will be expected to demonstrate that they have a letting procedure in place that:

- Actively encourages applicants from all backgrounds and makes clear that prospective tenants will not be discriminated against due to their race, colour, gender, religion, sexual orientation, ethnicity, disability or national origin or age.
- Provides clear information to prospective tenants about the property including rent levels, due dates and increase dates, deposits, receipts, the terms and conditions of the tenancy, charges (including service charges), a rent book and payment methods.
- Includes referencing procedures. These procedures should not merely be

credit references, but should include character references to indicate their suitability as a tenant. Wherever possible references should be obtained from the previous two landlords or, where this is not possible, from an employer, educational professional or other responsible person who knows the prospective tenant well. It is not advisable to rely on references from friends or family members. Home visits should also be carried out to check the tenants housekeeping.

- Provides clear information on who has responsibility for the payment of all utility charges and Council Tax.
- Provides clear information about how deposits are to be held under the Tenancy Deposit Scheme, which was introduced by Part 6 of the Housing Act 2004.
- Ensures prospective tenants are made aware of the standard operating procedures, such as emergency repairs, hours of contact etc.
- Provides the tenant, on receipt of a deposit, with an inventory describing the state of the property and contents. Where practicable, photographic evidence should be included.

Standard 2 – Creating the tenancy

The Tenancy Agreement issued must comply with current legislation. All parties included in the tenancy agreement should be aware of their rights and responsibility under the agreement and landlords should be able to demonstrate that they have made every reasonable effort to ensure the tenants awareness.

This could include providing clear, written descriptions of:

- The terms on which the property is to be occupied.
- An address in England or Wales for the tenant to use to serve notice.
- Contact details for the landlord, agent or representatives, including emergency and 'out of hours' information.
- Repair-reporting procedures including maximum response times.
- Local facilities and amenities, including refuse collection/recycling days, neighbourhood watch and residents' association details, post offices and shops etc.
- Provision of alley gate keys where applicable.
- The tenancy should contain acceptable behaviour clauses. Tenants should be provided with clear information about the level of behaviour expected of them whilst in the tenancy and their responsibilities both to the property and to their new neighbours and wider community. The information should also include examples of behaviour constituting antisocial behaviour and nuisance, as well as explaining clear consequences of displaying such behaviours.

Standard 3 – Managing the tenancy

They must make every possible step to ensure their tenants are able to live peacefully within their property. More specifically, they must: ensure any repairs are undertaken within a reasonable timescale; ensure the property is free from disrepair

- Carry out quarterly checks of the property

- promptly tackle any antisocial or nuisance behaviour emanating from the property, whether perpetrated by the tenants or people visiting or living with them; and
- Respect the privacy of the tenant, for example by giving adequate notice and ensuring permission is given (usually no less than 24 hours) before access to the property is needed.
- Tackle any breaches of the tenancy agreement promptly, and take any necessary action.

Standard 4 – Tackling Antisocial Behaviour

The Authority recognises the difficulties faced by private landlords in addressing issues of antisocial behaviour, particularly relating to Possession Proceedings.

- The tenancy should contain acceptable behaviour clauses. Tenants should be provided with clear information about the level of behaviour expected of them whilst in the tenancy and their responsibilities both to the property and to their new neighbours and wider community. The information should also include examples of behaviour constituting antisocial behaviour and nuisance, as well as explaining clear consequences of displaying such behaviours.
- Ensure there is a clear procedure for dealing with ASB, including warning letters, home visits and an escalation process.
- Landlords and Agents should seek advice from the Authority as soon as they become aware of nuisance or antisocial behaviour being perpetrated by their tenants or people visiting or living with them.
- The Authority and partners will work with landlords, managers and agents to develop an appropriate course of action for each case. This could include referral to mediation services, requesting action to regain possession of the property, the provision of a support service to the tenant.
- Where complaints against the property continue, Licence Holders and Managers will be requested to demonstrate measures undertaken to address the issues.
- Good references for tenants that have caused ASB should not be provided, in order to move a tenant on. Landlords, Managers and agents must always provide accurate and honest references to other landlords or agents on request.

Standard 5 – Ending a tenancy

Licence Holder or Manager must be able to demonstrate a satisfactory understanding of relevant legislation and procedures.

Unless a tenant clearly surrenders the property or the tenancy is ended by mutual agreement evidenced in writing, the correct legal notice must be served in order for the landlord to regain possession of the property. If the tenant fails to leave the property following the granting of a possession order, a Bailiff's Warrant must be obtained in order to evict the tenant.

The authority expects applicants, Licence Holders and managers to be able to evidence that:

- They will comply with current legislation in order to gain possession of the property.
- Tenants are issued with clear information regarding the arrangements for bringing the tenancy to an end. This information must include clear guidance regarding the condition of the property expected at the end of the tenancy and the consequences of failing to meet this standard
- That the Tenancy Deposit Scheme is used to promptly and efficiently return deposits and that any deductions are justified with evidence of expenditure, made available to the tenant.

Standard 6 - Other relevant issues

In addition to the specific standards outlined above, the authority may take into consideration the following points:

- That the Licence Holder or manager be suitably located to the licensable property to ensure adequate management, especially with regards to accessing the property, arranging repairs and being available to the tenants. Whilst each application will be considered individually, it is the view of the Authority that it is difficult to successfully manage a property when the landlord or agent are based a significant distance away, particularly overseas. In such circumstances, the Authority would expect a local managing agent to be employed, within 40 minutes' drive of the property.
- That the applicant, landlord, manager or agent has a significant history of legal notices, work in default or enforced sales. Such a history will be considered to be an indication of poor management in relation to repairing obligations.
- That the applicant, landlord, manager or agent has no significant history of frequent and substantive complaints and/or successful civil actions relating to the unreasonable withholding of deposits. Such a history will be considered to be an indication of poor management in terms of collection and return of deposits.

That the applicant, landlord, manager or agent has no history of frequent and substantial complaints from tenants relating to conduct considered constituting harassment or attempted or actual unlawful eviction. Such a history will be considered to be an indication of unsatisfactory management arrangements.

- That the applicant, landlord, manager or agent has not breached any current or previous management regulations applicable to HMOs. Any such breach will be considered to be an indication of unsatisfactory management arrangements.

Appendix 3: Proposed Licence Conditions for Privately Rented Houses

Indicates a statutory condition as prescribed by the Housing Act 2004

A. Gas, Electrical and Fire Safety

Gas Safety

1. Where gas is supplied to the house, the licence holder shall ensure that all gas installations and appliances are in safe condition at all times and that an annual gas safety check is carried out by a Gas Safe registered engineer. The licence holder shall provide a copy to all tenants/occupiers at the beginning of their tenancy, and keep a written record that it has been provided. *
2. The licence holder shall produce the gas safety certificate issued in respect of the house within the previous 12 months for inspection within 7 days of the council's demand. *
Details of Gas Safe engineers can be found at www.gassaferegister.co.uk

Safety of Electrical Appliances

3. The licence holder shall ensure that electrical appliances made available in the house by them are kept in a safe condition and proper working order at all times. *
4. The licence holder shall ensure a record of visual inspection and tests of such appliances is maintained and shall submit this record to the council within 7 days of the council's demand.
5. Within 7 days of the council's demand, the licence holder shall supply a declaration as to the safety of electrical appliances made available by him at the house. *

Safety of Electrical Installations

6. The licence holder shall ensure that the electrical installation in the house is kept safe and in proper working order at all times. The licence holder shall ensure that a

satisfactory Electrical Installation Condition Report (EICR) or Electrical Installation Certificate (EIC) is produced at intervals of no more than 5 years or more frequently if indicated on the previous report and supply the most recent EICR or EIC to the council within 7 days of the council's demand.

Smoke Alarms/Fire Detection Systems

7. The licence holder shall ensure that at all times a suitable fire detection and alarm system is installed in the house and is maintained in proper working order. As a minimum, there must be a smoke alarm installed on each storey of the house on which there is a room used wholly or partly as living accommodation. For the purposes of this paragraph, a bathroom or lavatory is to be treated as a room used as living accommodation. *

8. The licence holder shall ensure that where the current BS 5839 (or any British Standards which subsequently replaces this) requires the fire alarm system to be tested in accordance with it that they system is so tested, inspected and serviced by a competent person and that copies of testing certificates shall be supplied to the council within 7 days of the council's demand.

9. The licence holder shall supply a declaration as to the condition and position of any smoke alarms/detectors in the property within 7 days of the council's demand. *

Emergency Escape Lighting

10. The licence holder shall ensure that any emergency escape lighting in the house is inspected, tested and serviced by a competent person in accordance with BS 5266-1:20122 (or any British Standard which subsequently replaces this.) Copies of testing certificates shall be provided to the council within 7 days of the council's demand.

Furniture and Furnishings (Fire Safety)

11. The licence holder shall ensure that the furniture made available by them at the house is kept in a safe condition as all times. *

12. The licence holder shall supply a declaration as to the safety of the furniture made available by him at the house within 7 days of the council's demand. *

Carbon Monoxide Alarms

13. The licence holder shall ensure that a carbon monoxide alarm is installed in any room in the house which is used wholly or partly as living accommodation and contains a solid fuel burning combustion appliance. Any such alarm must be kept in proper working order. For the purposes of this paragraph, a bathroom, lavatory, hall or landing are all treated as being a room used as living accommodation. *

14. The licence holder shall supply a declaration as to the condition and position of any carbon monoxide alarms in the property within 7 days of the council's demand. *

B. Property Management

15. The licence holder must ensure all reasonable and practical steps are taken to respond to repair and maintenance issues at their property and that any works to

deal with repairs are undertaken within a reasonable period of time after they are notified, and within the timescales notified to occupiers under condition 22.

16. The licence holder must ensure that:

a) The property is kept in a good state of repair and free from significant hazards that could affect the health and safety of tenants, occupiers and visitors to the property (as required by part 1 of the Housing Act 2004)
b) The exterior of the property is maintained in a reasonable decorative order, and in a good state of repair.
c) The exterior of the property and boundary walls, fences and gates etc. are kept free from graffiti.
d) Gardens, yards and other external areas within the boundary of the property are kept in a clean and tidy condition and free from rodent infestations at all times.

17. The licence holder shall ensure the property is secure by complying with the requirements of paragraphs a) to g) below:

a) So far as reasonably possible, any emergency works necessary to protect the security of the property are undertaken within 24hrs of notification e.g. damage to windows/entrance points to the property.
b) The security provisions for the access to the property (locks, latches, deadbolts and entry systems etc.) are maintained in good working order at all times;
c) Where window locks are fitted, that keys are provided to the occupant(s) of the property;
d) Where a burglar alarm is fitted to the house, that the occupant(s) is (are) made aware of the code, how the alarm is operated and the circumstances under which the code for the alarm can be changed;
e) Where previous occupiers have not surrendered keys, arranging for a lock change to be undertaken, prior to new occupiers moving in;
f) Where alley gates are installed to the side or rear of the licensed property, taking responsibility for holding a key and making satisfactory arrangements for the occupiers' access;
g) The main escape route (usually the front door) must be fitted with a thumb turn mortice lock, or equivalent, to five-lever security level. The lock must comply with fire safety requirements in that it shall be openable from the inside without the use of a key.

Dealing with Rubbish:

18. The licence holder shall at the beginning of a tenancy, provide written information to the occupiers of the property indicating:

- What day refuse collections take place
- What type of bins to use for household and recycling waste
- Details of the council's bulky waste collection service
- The occupier's responsibility to put bins out no earlier than 4pm on the day before collection and to return refuse containers within the boundary of the property by 8am the day after they are emptied

- That occupiers should make arrangements for any extra rubbish that cannot fit in the bins to be collected and/or disposed of as soon as is reasonably possible and ensure that such rubbish, where possible, is stored at the rear of and within the boundary of the properly until collection/disposal
- The licence holder shall ensure so far as is reasonably possible, that the occupiers make arrangements for the collection of waste in accordance with these provisions and, when the property is unoccupied, adhere to these provisions him/herself.

19. The licence holder shall ensure that suitable and adequate provision for refuse storage and collection is made at the house. This shall include a closable bin(s) of suitable capacity as specified by the council.

Property Inspections

20. The licence holder must ensure that the tenant's right to quiet enjoyment of the property is respected. Where entry is required the licence holder must ensure that any notice requirements contained in the tenancy agreement are complied with. Where the tenancy agreement does not contain any such requirements, the licence holder must ensure that the tenant receives at least 24 hours written notice of intention to enter the property specifying the reason entry is required. The only exception when it would not be reasonable to give such notice and access is urgent, e.g. in an emergency.

21. The licence holder shall ensue that inspections of the property are carried out at least every six months to identify any problems relating to the condition and management of the property. The records of such inspections shall be kept for the duration of this licence. As a minimum requirement, the record must contain a log who carried out the inspection, date and time of inspection and issues for an action(s) taken. Copies of these must be provided within 7 days of the council's demand.

C. Tenancy Management

22. At the beginning of a new tenancy, the licence holder must provide the occupier(s) with written information, including contact details, explaining how they can make a complaint about the property and the arrangements in place to deal with emergency and other repairs. The contact and telephone number details should be applicable for contact between 9am – 5pm Monday to Friday and should also include out of hours contact details for use in emergencies. Any change in contact and/or telephone number details should be provided to occupiers within 24 hours of the changes being made. Copies of the written information provided to tenants must be provided within 7 days of the council's demand.

23. The licence holder shall indicate to the occupier(s) how they intend to respond to the complaint including a timescale for the steps they intend to take.

24. The licence holder shall respond to any complaint within a reasonable timescale. Copies of all correspondence relating to complaints shall be retained during the currency of the occupation and for 6 months thereafter and shall be provided to the council within 7 days of the council's demand.

25. The licence holder must provide the tenant with an information pack containing the following details:

   a) A true copy of the licence to which these conditions apply.
   b) A notice with the name, address, day time and emergency contact number of the licence holder or managing agent.
   c) Where appropriate, true copies of the current gas, electrical safety and energy performance certificates.
   d) The information required by conditions 18, 22 and 26.

26. The licence holder shall supply to the occupiers of the house a written statement of the terms on which they occupy it. This statement shall be provided within 7 days of the occupancy beginning and the licence holder shall supply a copy of the written statement within 7 days of the council's demand. *

27. The licence holder shall comply with all relevant landlord and tenant law shall ensure that all legal processes are followed when requiring occupiers to leave. If a complaint of illegal eviction is made to the council, the licence holder shall provide information as to the steps taken to evict an occupant within 7 days of the council's demand.

28. The licence holder shall demand references for new occupiers before entering into any occupancy agreement with them or allowing them to occupy the premises. Copies of these references shall be kept for the duration of this licence and made available to the council within 7 days of the council's demand. *

29. The licence holder shall ensure there is suitable and sufficient buildings insurance in place for the duration of this licence. This should cover the costs of re-housing occupiers in the event of a need arising.

30. Before a new tenancy is issued the licence holder/agent should carry out an inventory and document it with photographs (where appropriate). Both the licence holder and the tenant shall date and sign the inventory and each retain a copy.

31. Where a deposit is taken the licence holder must provide any tenant with the relevant information about the deposit scheme to which it relates and any other information required under section 213 of the Housing Act 2004. The information must be provided to the council within 7 days of the council's demand.

D. Tackling Anti-Social Behaviour

32. The licence holder shall ensure that all reasonable and practical steps are taken to prevent and respond to anti-social behaviour. These include written tenancy management arrangements to prevent or reduce anti-social behaviour by persons occupying or visiting the property. Copies of these must be provided to the Council within 7 days of the Council's demand. If the licence holder or manager / agent receive complaints of anti-social behaviour that concern the occupiers of, or visitors to the property or that result from their actions they must comply with requirements (a) to (i) below:

   a) Any letters, relating to anti-social behaviour, sent or received by the licence holder, or agent of the licence holder, must be kept by the licence holder.

True copies of the original document should be provided to the Council within 7 days on demand.

b) Ensure that written notes are kept of any meetings or telephone conversations or investigations regarding anti-social behaviour.

c) If a complaint is received, or anti-social behaviour is discovered, within 7 days the tenant must be informed of the allegations of anti-social behaviour in writing and of the consequence of its continuation.

d) From the date of receipt of the complaint of anti-social behaviour, monitor any allegations of anti-social behaviour and take all necessary steps to establish if it is continuing.

e) Where the anti-social behaviour is continuing after 14 days from receipt of the complaint, the licence holder, or his agent must, within 7 days visit the premises and give to the tenant, or leave at the property marked for their attention, a warning letter advising them of the possibility of eviction.

f) Where the licence holder or his agent has reason to believe that the anti-social behaviour involves criminal activity the licence holder must ensure that the appropriate authorities (e.g. Police, Council etc.) are informed.

g) If after 14 days of giving a warning letter the tenant has failed adequately to address the anti-social behaviour so that it is continuing, the licence holder must take appropriate formal steps under the tenancy agreement, whether to enforce its terms or to terminate it, including, where necessary, by taking legal proceedings against the occupier(s).

h) Where the obligation under (g) has arisen, the licence holder must, within 7 days, provide to the Council in writing a plan setting out the steps he proposes to take, and the timescale for taking those steps, in order to resolve the problem.

i) If the licence holder is invited to do so, they must attend a case conference or Multi-Agency Meeting arranged by the Council or Police (whether following the provision of a plan referred to at (h) above, or generally.)

There may be instances where anti-social behaviour occurs more than once, but not continuously and possibly several months apart. In such circumstances the licence holder would still be expected to take all reasonable and practical steps to ensure it is effectively dealt with, up to and including eviction.

E. Change of Details or Circumstances

33. The licence holder must inform the council within 21 days of any material change in circumstances including:

a) Change of their address
b) Change of manager, management arrangements or ownership
c) Any changes to their, the manager's or any associate's circumstances which could affect their fit and proper person status i.e. any cautions or convictions for any offence involving fraud, dishonesty, violence, drugs, sexual offences (under Sexual Offences Act, schedule 3) discrimination or breach of housing or landlord/tenant law.

d) Any proposed changes to the layout of the house that would affect the licence or licence conditions.

F. Licence Holder Training

34. Where the licence holder has not attended relevant training in the previous 3 years, they must as a minimum attend suitable training on the law and legal requirements relating to managing privately rented housing within 12 months of the date the licence is issued. This requirement can be satisfied in one of the following ways:

a) By attending a one-day training course arranged and delivered by the Council or our accreditation partner DASH Services and submitting a certificate to the Council following this training. Visit www.dashservices.org.uk or call 01332 641111 to arrange this.
b) By completion of the accreditation training of the National Landlords Association (NLA) or Residential Landlords Association (RLA) or other equivalent recognised landlord accreditation body and submitting the pass certificates to the Council for confirmation.
c) By completion of other suitable training on the law and legal requirements relating to managing privately rented properties subject to approval by the Council in advance and subject to submitting a pass certificate or similar document to the Council for confirmation.

G. Interpretation

35. Where reports, certificates, declarations or other documents are required to be produced or supplied to the Council, this shall mean sending by email (preferred method), post or delivering by hand, declaration to the Council's offices for the attention of the Housing Licensing and Compliance team.
36. Any reference to tenant or tenancy can also be interpreted to include occupancy by licence or other form of written agreement for the purposes of these conditions.
37. Where electrical works/certificates are required they shall be carried out by a suitably qualified electrical contractor who should be registered/member of an approved scheme such as NICEIC, ECA, NAPIT etc. or registered to undertake electrical works in accordance with part P of the Building Regulations. Electrical contractors that are on a relevant competent person scheme can be found at www.competentperson.co.uk

Appendix 4: Anti-Social Behaviour

The following maps are each calendar year mapped in Kernal density hotspot software to identify areas where concentration and proximity are the highest, highlighted by the dark red.

2012

2013

2014

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2015

2016

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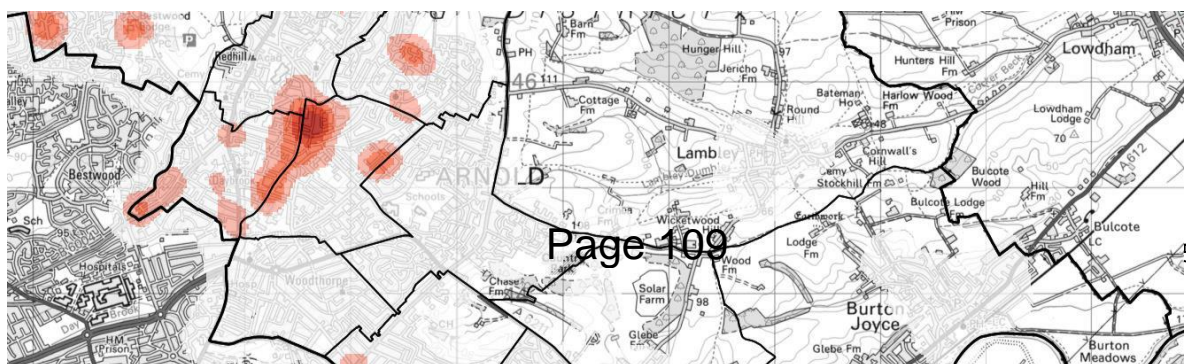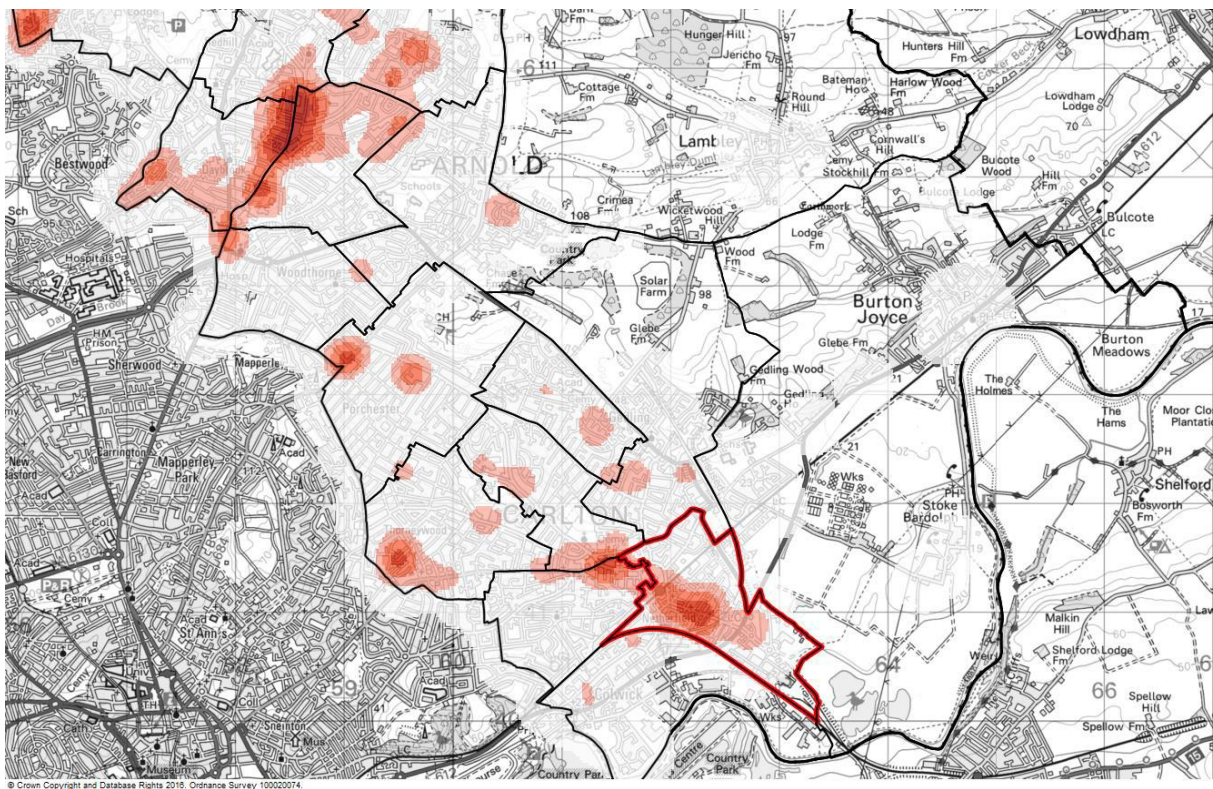
Part B: Netherfield Ward only ASB hotspots

2012

2013

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2014

5

2015

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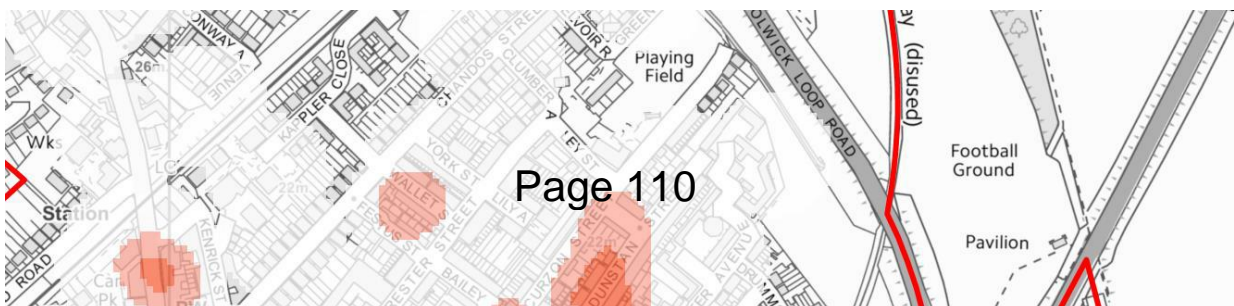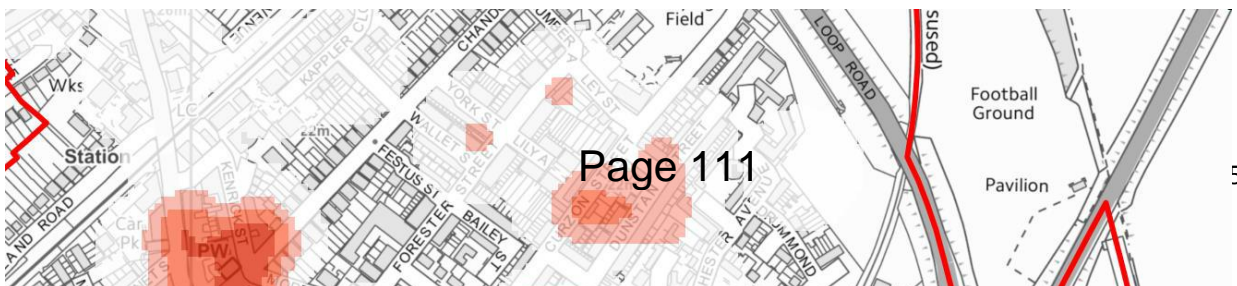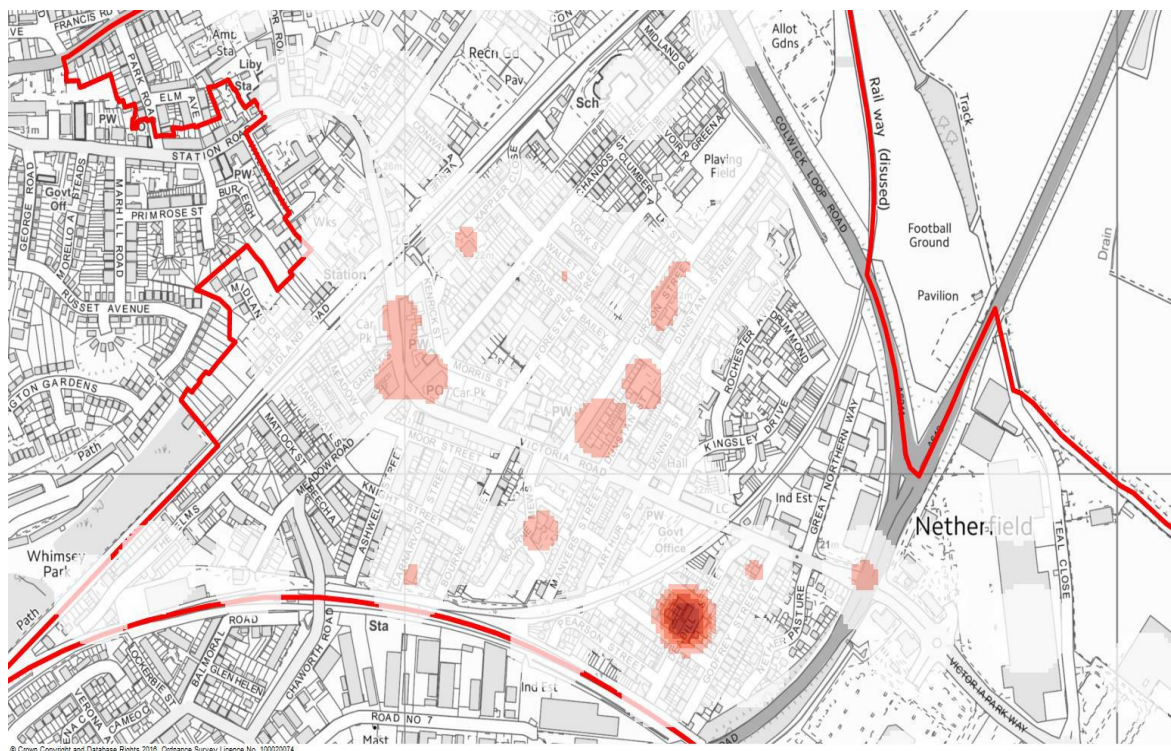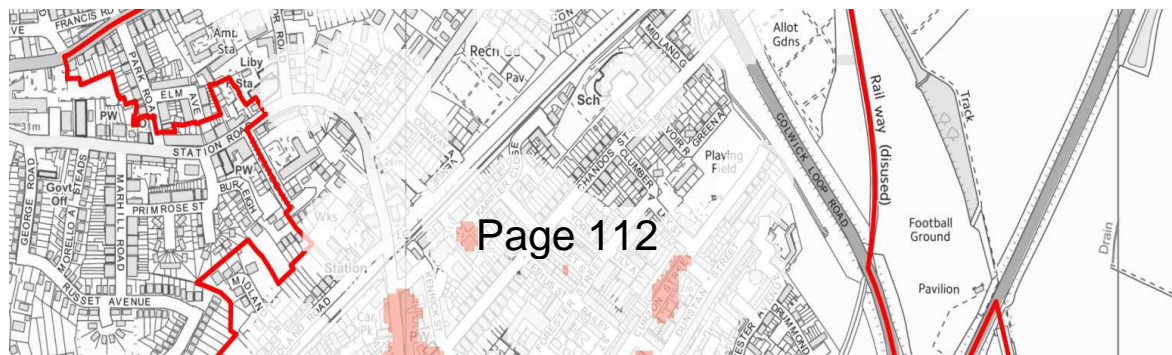
2016

Appendix 5: Crime

The following maps are each calendar year mapped in Kernal density hotspot software to identify areas where concentration and proximity are the highest, highlighted by the dark red.

2012

Page 113

2013

2014

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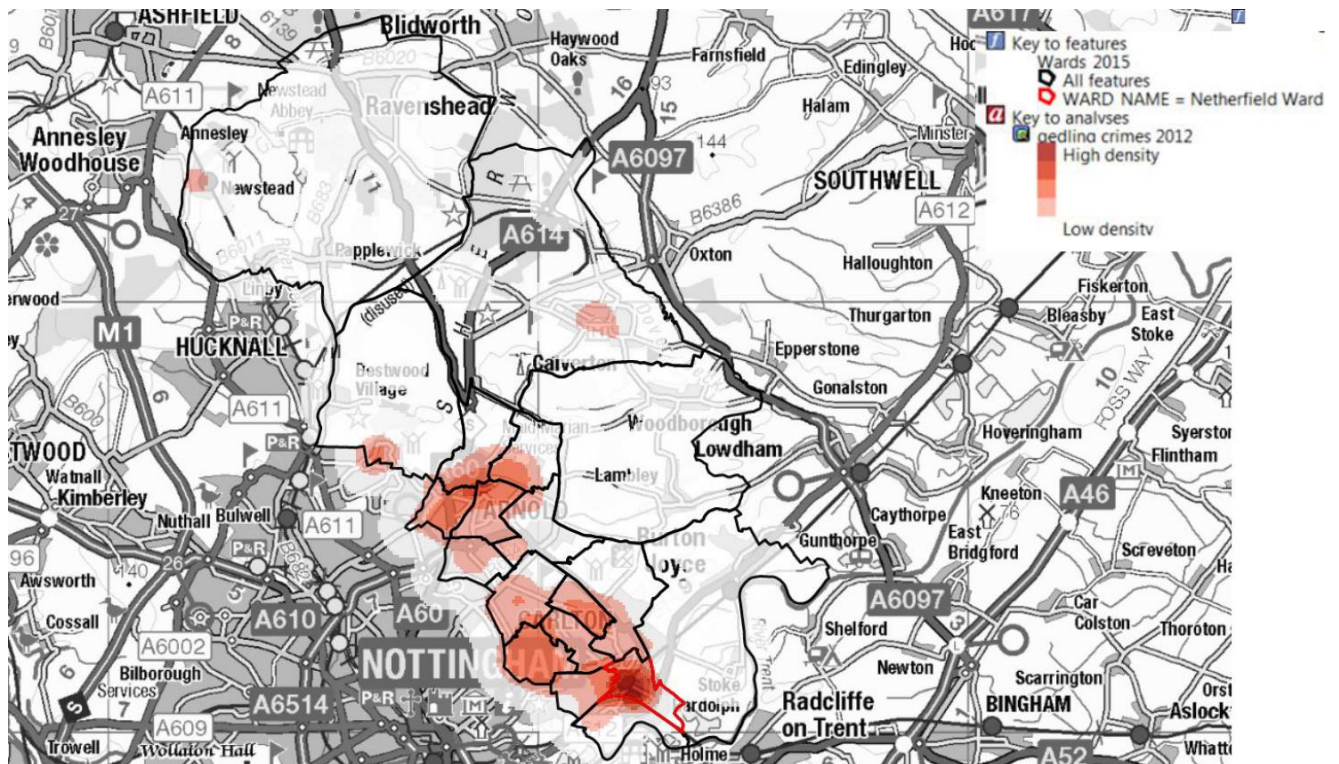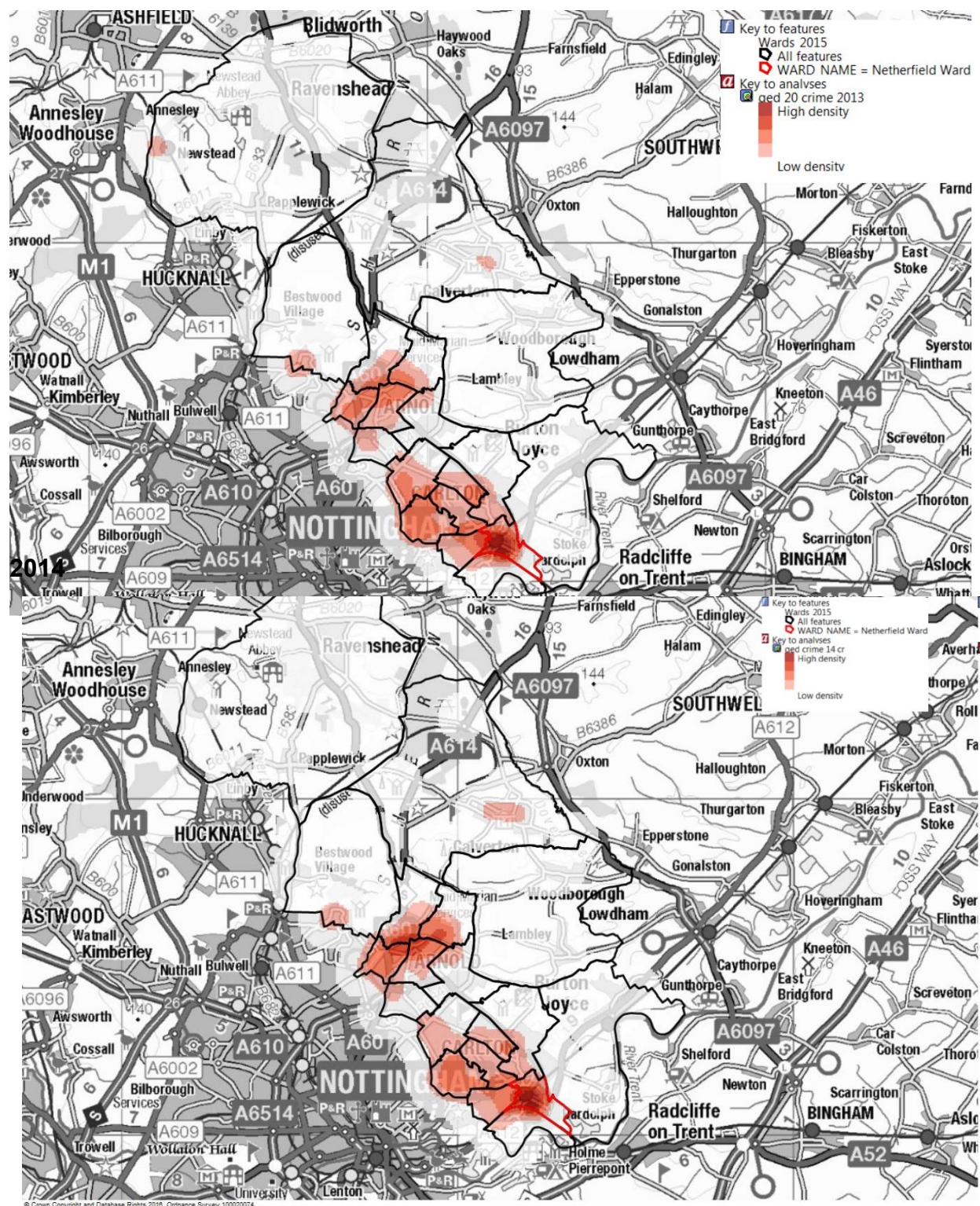
2015

2016

Part B: Netherfield Ward only – Crime Hotspot Locations

2012

2013

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2014

Page 116

2015

2016

Page 118
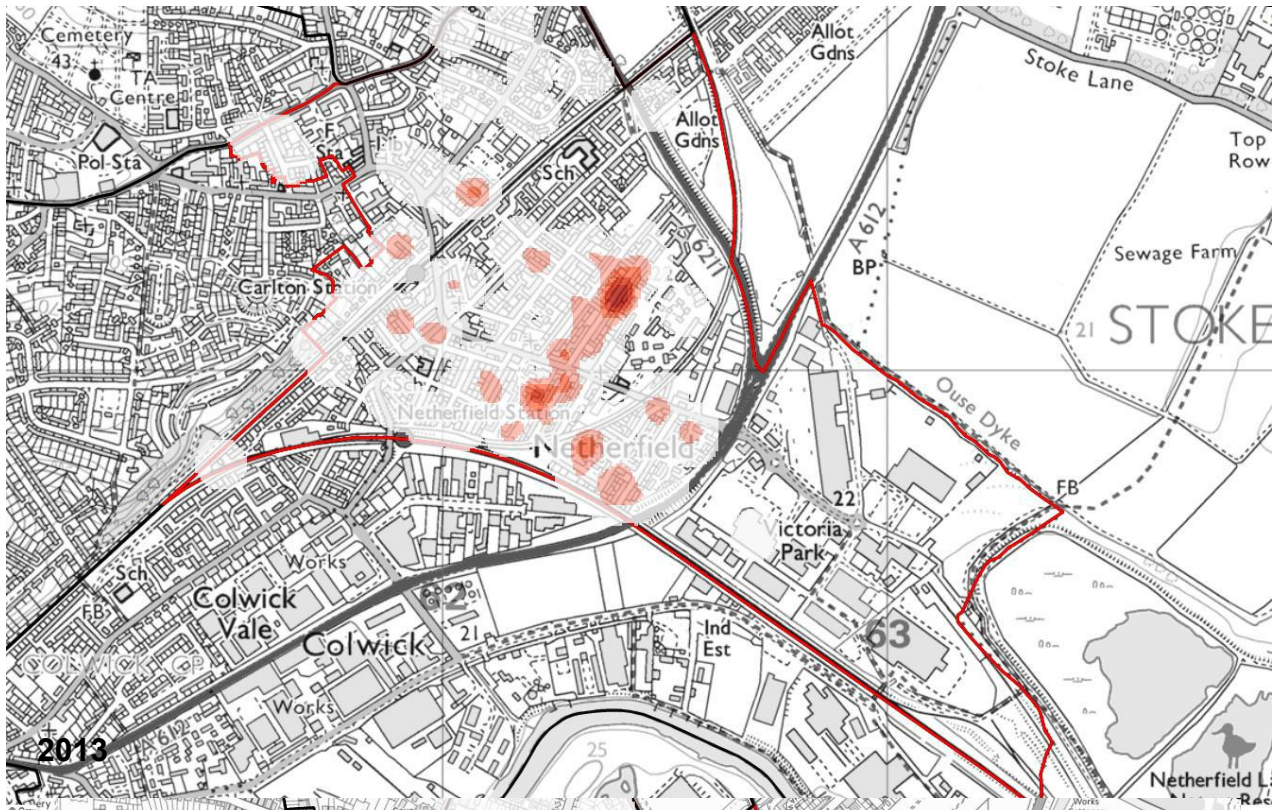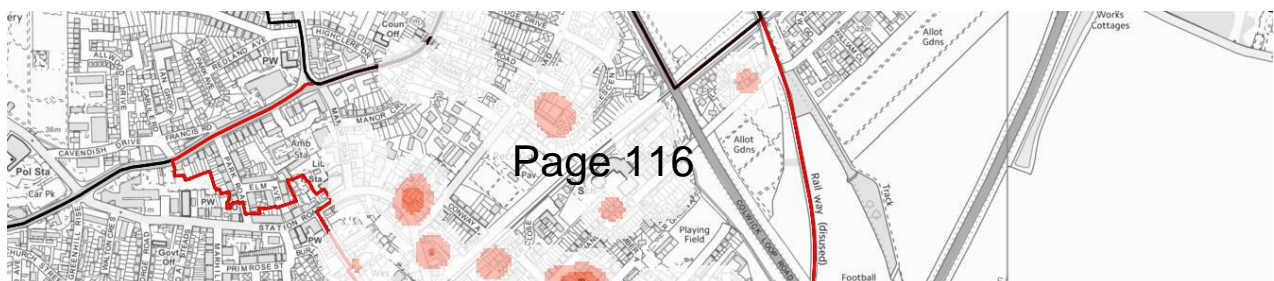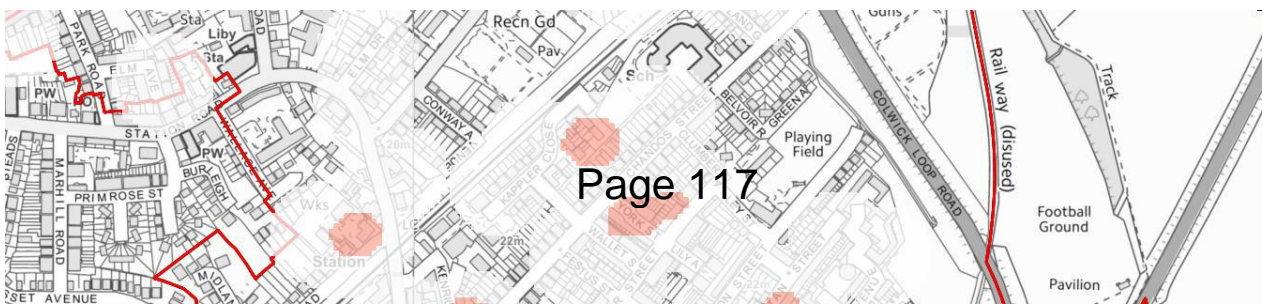
Report to Cabinet

Subject: Report and Recommendations Elderly Persons Scrutiny Working Group

Date: 12 October 2017

Author: Councillor Doyle, Chair of the Working Group

Wards Affected

Borough Wide.

Purpose

To present the final report and recommendations of the Elderly Persons Scrutiny working group. Members are asked to consider the report and recommendations of the above review, previously approved by the Overview and Scrutiny Committee and refer the report to the appropriate Cabinet Member in order for a response to be made to the Overview and Scrutiny Committee at the next meeting on 20 November 2017.

Key Decision

This is not a Key Decision.

Background

1.1   The Overview and Scrutiny Committee established a scrutiny review to examine issues related to the consequences of an aging population. In particular, it wanted to explore what support and help is available to improve the lives of socially isolated people in Gedling Borough, recognising that there is a, 'hidden group' who are entitled to help and support but who may not be aware of what is available.

Method of Investigation

1.2   Members received briefings from Gedling Borough Council officers,

Gedling Homes, and Nottinghamshire County Council. B background information was provided using desktop research and Councillor's own experiences.

Reasons for the Review

1.3   Issues related to the growing elderly population were identified as the first priority for review in the 2016/17 work programme by the Overview and Scrutiny Committee.   While living longer is a cause for celebration, it is important to stress that the elderly are not one homogenous group. Some elderly people are very active and fully independent, enjoying longer healthier lives, able to work longer and contribute to the economy. However, living longer may present other issues and can result in an increasing reliance on other people, particularly if there are additional needs due to the aging process, for example, loss of mobility, sight, or hearing.

1.4   Members wanted to establish what support is available for socially isolated people who are entitled to help, support and advice and how this 'hidden group' of socially isolated people could be identified. Social isolation may be a choice for some elderly people but a combination of factors including bereavement, physical or mental deterioration, lack of finance, weakening of family ties and unsuitable housing can all contribute. Social isolation is not the same as loneliness, towards which a great deal of resources are currently being directed. Social isolation refers to a lack of social, or family, contact and is tangible, whereas loneliness is a more personal experience and is linked to the quality, or quantity of relationships. It is prevalent in all strata's of society, not just those living alone. It is, therefore, possible to be isolated without being lonely and to be lonely without being isolated. It is important to try and alleviate both isolation and loneliness, as this has an adverse effect on physical and mental wellbeing. Social isolation is not an inevitable consequence of growing older; many older people continue to contribute to the community, benefitting both themselves and others.

Ageing Britain – statistics

1.5   Around one third of children born in the UK in 2012 are expected to celebrate their one hundredth birthday. Only 1% of those born in 1908 lived to be 100. The population aged 65 or over, increased by 3.8 percentage points between 1974 and 2014, from 13.8% of the UK population to 17.7%. This proportion is projected to increase by a further 6.6 percentage points of the UK population by 2039. This rise in proportion of the population, indicates that the UK has an ageing population. This is due to existing age structure of the population, where people born, in the post war baby boom are ageing and living

longer. Ageing of the population refers to both the increase in the average (median) age of the population and the increase in the number and proportion of older people in the population. The median age of the UK population, the age at which half the population is younger and half the population is older in mid-2014 was at its highest at 40.0. Over the past 40 year period, 1974 -2014, the median age of the UK population has increased from 33.9 years to 40.0 years; an increase of over 6 years.[1] Since mid-2005, the number of people aged 65 and over has increased by 21% and the population aged 85 and older has increased by 31%. The number of males aged 85 and over has increased by 54% since mid-2005, compared to an increase of 21% for females.

1.6   Overall, the age structure of Nottinghamshire is slightly older than the national average, with 19% of the population aged 65+ in 2011 compared with 17% in the rest of England. The number of people aged 65 is expected to rise from 161,709 in 2015 to 219.351 in 2030, an increase of 35.6%. Estimates indicate that 20% of the total population in Nottinghamshire is aged over 65, and this is expected to rise to 25% of the population by 2030. This is predicted to continue over the next fifteen years with 65-84 year olds increasing by over 30% and 85+ year olds by over 90%. [2]

1.7   In Nottinghamshire, life expectation varies considerably and is influenced by higher levels of deprivation in some areas, reducing life expectancy. Life expectancy in Ashfield and Mansfield 2011 -13 was significantly lower and Broxtowe and Rushcliffe significantly higher than for the East Midlands. It is projected that, in Gedling Borough, by 2026, there will be a 23% increase in over 65 year olds to 28,444 individuals and of these 1,446 will be aged over 90.[3]

What we found out

1.8   There are a great number of voluntary and statutory organisations who offer a wide range of support services and a whole variety of examples of work being done to help the elderly to tackle loneliness and social isolation and to support people to stay in their own homes. This includes information, advice and guidance, available through a selection of websites, often signposting to specialist organisations. Provision of telephone support, work with individuals and carers to ensure people are accessing appropriate financial and physical support is also available. In addition, there are a number of locally led approaches, such as lunch clubs and social clubs aimed at the over 50's. Members learnt about some of the initiatives, however, because of the range of

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[1] Office of National Statistics. February 2016.
[2] Nottinghamshire County Council Joint strategic needs assessment
[3] Profile of Gedling Borough , Autumn 2016

organisations involved, and the varieties of support available, their examination was limited and by no means were all the services available were explored.

1.9   The Gedling Health and Wellbeing Plan 2016 -2019, addresses loneliness and isolation seeking to reduce hardship and provide support to the most vulnerable, by promoting independence, thus reducing the impact on health and social service, organisations. This document includes a range of people in its target group, not just the elderly, and is supported by a range of organisations, both statutory and voluntary, including Nottingham North East Clinical Commissioning Group, Gedling Homes and Nottinghamshire County Council Public Health. Work is undertaken with representatives of community groups, which includes people who have engagement with community centres, in an attempt to reach isolated individuals. As Gedling Borough has no responsibility for the provision of services specifically for the elderly, it takes a community development approach, raising the profile of what is already available in communities. It is hoping to establish the needs for both lonely and isolated people through consultation and available data; this will assist in obtaining and allocating resources.

1.10   The use of Community Navigators, who are volunteers who provide people with emotional, practical and social support, and assist in facilitating access to services, enhancing participation, is being explored. To support this funding, application was made to the Department of Local Government and Communities Fund, along with Age UK, to take this work forward. Unfortunately, the bid was unsuccessful. Mapping of existing community hubs, including allotments and community centres, is being undertaken, to identify places for people to meet and share experiences, helping people to keep mentally and physically active. Promotion of local opportunities for socially isolated people in Gedling in the Contacts magazine and the Keep me Posted email newsletter, which is launching a Health and Wellbeing category, will help disseminate information. The provision of walks in Gedling and increased funding from Sport England will increase participation in the borough for the over 50's.

1.11   Specific projects like Men in Sheds, which supports older men who want to get together to share and learn woodworking skills, older men being a difficult group to reach, has been very successful in Gedling. There is currently a proposal to make this scheme available for people with dementia. Moves towards making Gedling a dementia friendly borough will help improve wellbeing and generate better health outcomes. Some of the local churches also play an important role in reaching out to isolated people.

1.12 Nottinghamshire County Council Adult Social Care and Health department has lost 34% of its budget and despite some income the budget had reduced from around £400 million to £200 million. The authority is now predominantly a commissioner of care, although it still does provide some direct services. It currently provides care for around 16,000 people across Nottinghamshire, commissioning services form a range of providers both in the private and charity sector. The charter for the future of Adult Care Services sets out what the public can expect from the County Council. Its primary aim is to divert people from high cost services such as residential care, to one which enables people to stay in their own homes and where support is available for families to assume greater responsibility. The START team, the remnant of the Authority's in house home care service, focuses on short term support, which is delivered over 6 weeks, with the intention of "enablement", enabling people to return to their homes following crisis points, such as falls or hospitalisation, rather that resorting to residential care. START predominantly receives referrals from hospital social work teams and around 80% of those referred are able to then remain in their own homes. Home Care is currently commissioned from the private sector but currently both the County Council and providers are struggling to meet demand and a review is underway.

1.13 Day centre provision has been rationalised and now provides service to a broader group of service providers, for example, rather than having dedicated day service provision for elderly service users, there is now mixed provision within one setting for elderly, physically and learning disabled service users. The .Help Yourself Website - The Nottinghamshire Help Yourself site is a partnership between health, the voluntary sector and Nottinghamshire County Council, which brings together information and advice in one central place, so that people can find the information they need easily. Personal budgets are now offered to 90% of people who are eligible for services. A "personal budget" is the provision of money directly to a service user. That service user is then responsible for commissioning and managing their own services.

1.14 The County Council has also commissioned the Connect project, which is delivered by Metropolitan Housing in the South of the County, including Gedling. This is a time limited service in the community to promote independence. It helps to find information about local services, activities and opportunities and staff can help with money issues, housing problems, health and other issues. The County Council's Health and Wellbeing Board is also working towards making 'every contact count', so that the day to day interactions between organisations and individuals ensures that there are positive changes to physical and mental health and wellbeing, for example, getting GPs to

establish patients individual circumstances and sign post to relevant organisations. The County Council is also actively working to support carers, offering information, advice and support services.

1.15   The Nottinghamshire County Council Older Persons Advisory Group (OPAG) is made up of representatives supporting older people working together to shape policy. It provides an opportunity for older people to scrutinise and comment on new policy ideas, service delivery and other issues. Gedling Borough is keen to ensure that the views of older people are heard and is currently working to establish its own Seniors Council, which will nominate representation on to the Countywide OPAG. It is envisaged that the Seniors Council will become self-sustaining, with participants taking over the administration of the organisation.

1.16   To enable people to live independently, Gedling Homes provides a range of affordable housing and service options. Some of this provision is specifically for older people, and people with dementia. The Community Engagement Team works to keep residents engaged and interested and includes involving residents in the operation of their home. This includes walking tours, scheme meetings and tenant inspectors. In the past 6 months, residents have participated in a number of activities for pleasure, and to enhance their skills. This has included food hygiene, water colour painting, IT training, cook and eat, flower arranging and Zumba. There are two work clubs, one in Netherfield and one in Arnold, to help support people back into work. Tenants are supported to participate in a range of interesting and motivating activities from local gardening projects, historical events, singing and local history. The Care4Me project is Clinical Commissioning Group funded and helps people access a range of services and activities to keep them well and improve their health. Recent referrals have been made to chair based exercise, Men in Sheds, walking groups and sitting and befriending services. Plans are underway to create and develop a memory café at St Andrew's Mapperley which would support people living with dementia and their careers and would be open to the community and supported by volunteers.

1.17   Age UK Visiting Service provides social contact for people who are socially isolated in Nottingham and Nottinghamshire. Subject to availability the service provides a trained volunteer visitor, who will socially engage with older people either in their own home, or the wider community and offer companionship and emotional support.

1.18   Gedling Borough Council through the safeguarding database, which includes anyone members of staff believe are vulnerable by virtue of

their situation and mental health, including people who self-neglect, can help identify lonely and potentially vulnerable elderly people. Once identified individuals can be referred appropriately through a management process administered by Public Protection. If considered necessary cases can be referred to the Vulnerable Persons Panel, a multi-agency team, where relevant information can be shared to ensure that appropriate interventions and problem solving plans can be put in place.

Conclusion

1.19 As the number of older people continues to grow, planning for the needs of older people becomes a greater priority. The wellbeing of older people goes beyond health and social care and will, with the increasing squeeze on public sector finance, need an increasing contribution from voluntary partners and the local community. Demographic changes will result in people living longer, but not necessarily more healthily, making more demands on health and social care. To support this, there will need to be effective strategies in place to counteract this shift, and to support older people to remain independent for as long as possible. Older people are more likely to live alone and are especially vulnerable to loneliness and social isolation which itself can have a detrimental effect on their physical health and wellbeing.

1.20 As public resources continue to reduce, despite the ever increasing demand, many current and traditional delivery methods are no longer affordable. There are many opportunities available to access information which signpost people to support services, websites, directories or telephone help-lines linked to social support services. At the same time, there is also a growing recognition of the potential within communities that can enhance and complement the public sector offer. The voluntary sector currently delivers many interventions and it is necessary for health and social care commissioners to work alongside this group, if the issues that will emerge with growth of an ageing population are to be challenged. Adequate resourcing for initiatives in the community needs to be available. The challenge is to develop these new ways of working, including and utilising all the resources available locally, to achieve the best outcomes possible. There is need for a positive individual and community attitude towards ageing and as, increasingly, people are no longer entering high cost residential care, it is necessary to ensure that the services available for staying at home are targeted and available for those that need them.

1.21 Members were concerned about the possible duplication and waste, in terms of the way services are currently provided by a range of different organisations Although there are many schemes and projects providing

a valuable service, it is difficult to measure the effectiveness of the interventions available and ascertain if they have improve the health and wellbeing of an individual. Members considered it necessary *to* develop arrangements to ensure that activities and initiatives are co-ordinated, in order to minimise this potential for duplication*.*

1.22   Members acknowledge that there are already a range of services and assistance available in Gedling that can meet individual need through supported group activity, for example, Men in Sheds. However, they did feel that some people lack confidence or knowledge and this may prevent them from engaging in social activities and lead to them becoming isolated. There is a need to know what is available in the locality, and where support and help are accessible, if isolation and loneliness are to be tackled. This may require personalised support, particularly as increasingly, advice and information about support services is accessed through the Internet, a mechanism that some elderly people do not have means, or the confidence to use. The importance of knowing what is taking place in the local area and where support, advice and help can be accessed is crucial in looking to encourage individuals to tackle isolation. Members were concerned that the 'hidden group' of elderly people may not be recognised and could be missing out on what is available, whilst acknowledging not everyone wants to be included. They considered that new imaginative ways needed to be identified to reach these individuals. Inclusion of vulnerable elderly people in the safeguarding database managed by Public Protection was recognised as a mechanism to address some of these concerns. Enhanced safeguarding training for both employees and taxi drivers to enable them to recognise elderly people who self-neglect, and where there may be issues that require interventions, was advocated.

Proposal

2.   The Working Group agreed a number of recommendations, as follows:

2.1 That information be included in the Bereavement Services Booklet that will signpost to relevant support services offering assistance at a critical point in people's lives.

2.2 That the Council ensure that members of staff in Bereavement Services are aware of the support that is available if they identify a person in need.

2.3 That elected Members and frontline members of staff attend safeguarding training to help them identify elderly people who

appear to be lonely, or who self-neglect, and/or are in need of support.

2.4 That the Council explore the feasibility of establishing a link with major supermarkets where employees may be aware of elderly people in need of support.

2.5 That the Council investigate the possibility of establishing a 'Men in Sheds' service in the south of Gedling.

2.6 That an elected Member attend the Seniors Council and feed back any information that may help other Members to assist elderly constituents in their ward.

2.7 That the Council ensures that all information disseminated by Gedling Borough is available in a format that elderly people are able to access and in the places where they go.

2.8 That Members should consider participating in GP Patient Participation Groups, to promote the 'every contact counts' ethos, and encourage GP surgeries to identify and signpost isolated individuals to support services.

2.9 That the Council encourage taxi company operators to provide taxi drivers with safeguarding guidance which will help identify vulnerable elderly people and assist them when reporting their concerns to the Council.

2.10 Members are asked to consider the report and recommendations of the Working Group.

Alternative Options

3. Under Executive Governance arrangements, Cabinet is required to consider reports from the Overview and Scrutiny Committee. There are, therefore, no alternative options.

Financial Implications

4. There are no financial implications arising from the report.

Appendices

5.   Appendix 1- Overview and Scrutiny Scoping Report

Background Papers

6.   None identified.

Recommendation(s)

1) To consider the report of the working group and make appropriate comments; and

2) To refer the report to the appropriate Cabinet Member in order for a response to be made to the Overview and Scrutiny Committee at the meeting scheduled to take place on 20 November 2017.

Reasons for Recommendations

7.   To comply with the Executive governance arrangements and fulfil the role of Overview and Scrutiny Committee.

Overview and Scrutiny Review Scoping Report

Review Title: Elderly Persons Working Group

Chair of the review group: Councillor Doyle

Working Group members: Councillor Paling, Scoggie, Walker and Weisz.

Portfolio Holder: Cllrs. Wheeler/Ellis

Corporate Director: David Wakelin

Lead Officer: Helen Lee

Reason for the review

To make recommendations that will support and help improve the lives of socially isolated elderly people in Gedling, recognising that this 'hidden' group who are entitled to help, support and advice may not be aware of what is available.

Specific focus of the review

- What is being done to identify and engage this 'hidden' group of older people who are isolated and who have no family support
- Once identified what is done to assist them to remain healthy and independent
- Examine if gaps in support exist and consider how these gaps can be addressed
- Consider how interventions at known points where an older persons' vulnerability is increased, i.e. following bereavement, illness, a fall, can be improved
- How we can ensure that the elderly are valued and feel part of society and
- If a member of staff identifies someone in need of support do they know how to signpost to the relevant organisations for assistance and support

What we hope to achieve

To establish some recommendations that will support and help improve the lives of an aging population, by identifying what services currently exist and identifying any gaps in provision by both statutory and voluntary organisations.

Information required from whom.

Gedling Borough Council Officers Notts. County Council Gedling Homes Men in Sheds	

How we will get the information.

Briefings from relevant organisations

Equalities issues.

There should be no adverse effect on the groups which fall within the protected categories as defined in the Equalities Act 2010.

Timescales for the review

Action		Date
Approval from O & S	The formal process prior to commencing the review	19th September 2016
Drafting the scoping document		28th November 2016
Evidence gathering meetings		9th January 2017 1st February 2017 7th March 2017 10th April 2017
	Visit undertaken by Members to Men in Sheds	
	Chair attended the Seniors Conference	31st March 2017
	Chair examined Public Protection Database	21st June 2017
Drafting the report and recommendations		10th April 2017
Report to Overview Committee		17th July 2017
Report to Cabinet		12th October 2017
Response to Overview (within 28 days)		20th November 2017
Six month update		

Gedling
Borough Council

Report to Cabinet

Subject: **Report and Recommendations of the Income Generation Scrutiny Working Group**

Date: **12th October 2017**

Author: **Councillor Meredith Lawrence, Chair of the working group**

Wards Affected

Borough Wide.

Purpose

To present the final report and recommendations of the Income Generation Scrutiny working group. Members are asked to consider the report and recommendations of the above review, previously approved by the Overview and Scrutiny Committee and refer the report to the appropriate Cabinet Member in order for a response to be made to the Overview and Scrutiny Committee at the next meeting on 20 November 2017.

Key Decision

This is not a Key Decision.

Background

1.1   The Overview and Scrutiny Committee established a working group to explore how the authority could develop a stronger commercial and entrepreneurial culture, and consider how new service delivery models, could generate income or reduce costs. Working Group members were Councillors Lawrence, Paling, Andrews, Miller and Scroggie.

1.2   This review is different to other working group reviews, in that it is not scrutinising existing services but looking to the future, seeking to make recommendations that will raise awareness of the authorities need to develop a trading culture and explore new areas of business.

1.3   A key priority of the authority is to provide high quality services, and value for money, and thus far, efficiency savings have been used to

maintain a level of service. However, because of reductions in government funding, it is necessary to consider how to increase income through commercial activity, identifying and investigating additional potential sources that could generate income. Raising awareness of the trading opportunities available to either produce efficiencies, surpluses and profits, or charging to recover costs for a service, are the two elements that make up income generation opportunities.

1.4 Members received briefings from senior Officers and information about ways in which Councils across the country are exploring a wide variety of commercial opportunities.

Why we need to generate additional sources of income

1.5 It has become necessary to consider how to generate additional sources of income as, by 2020, the authority will no longer be able to rely on Revenue Support Grant funding from Central Government.

1.6 For services to be sustainable, a fundamental review of income streams will be necessary. Currently, the authority has various funding streams, including retained business rates, the New Homes bonus, withdrawal from reserves and fees and charges levied. The reduction in future funding available requires that the authority looks at innovative ways to save money and increase revenue.

1.7 Research shows that Council's income generation activity fall broadly into three areas:

- Generating income through council assets, for example, buildings, parks and open spaces
- Through service delivery by trading services with other councils, or winning new business to deliver services to other parts of the public sector
- Through selling commodities[1].

Legal powers to trade

1.8 Local authorities have, for some time, had the option to trade. The Local Authorities (Good and Services) Act, allows local authorities to supply goods and services to other public bodies on a commercial basis. The 2003 Local Government Act introduced a general power to charge for the provision of discretionary services. The charging

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[1] Local Government Association. Enterprising Councils

powers do not apply to services which an authority is mandated, or has a duty, to provide. Councils can charge for discretionary services on a cost recovery basis. The general power of competence contained in the Localism Act 2011, allows a local authority to do anything that an individual can do, which is not prohibited by legislation. This can include charging on a cost recovery basis and the option to establish local authority trading companies. Under both the Local Government Act 2003 and Localism Act 2011, the power to trade must be through a trading company and profits generates are returned to the Council through dividends or service charges.

1.9   Trading allows local authorities to recover costs or make profits from 'selling' services to customers and external individuals and organisations through the development of local authority trading companies (LATCo), also known as Teckal companies. As a LATCo company, the local authority controls all the shares in the company and effectively exercises day to day control of the affairs. The company must be 'inwardly, not outwardly' focused, that is 80% of its turnover must be for its public service owners. 'Outside' refers to trading beyond the authority, with the voluntary sector for example, and is permitted up to 20% of turnover based on a three year average. LATCos offer benefits in that any profits can be reinvested back into the local authorities' services, circumventing traditional local authority decision making processes and can attract new financial arrangements. For example, charitable status can enable them to be business rate exempt and able to claim back VAT.

Current and potential future trading arrangements

1.10   Members learnt about current work within the authority, how service managers have been consulted and other local authority initiatives reviewed. A commercial plan is being developed which will have four themes:

- Strengthening the Council's commercial culture and capacity;
- Increasing income from Council Services through trading and charging;
- Increasing external funding to the council; and
- Increasing capital revenue income through housing development and economic/employment growth.

1.11   There are two distinct strategies to increasing income generation within the authority

1.   Strengthening the Councils commercial culture and capability , including:

a. Identifying a lead member;

b. Holding commercial workshops;

c. Holding money saving/income generation sessions with officers;

d. Adopting a project and programme management approach; and

e. Revising the business planning process to encourage income generation proposals in addition to efficiency proposals.

2. Increasing income from Council's services through trading and charging. Ideas currently under consideration include:

a. Establishing a Parks and Street Care Teckal Company – tree services , grounds maintenance;

b. Establishing a Leisure Teckal Company;

c. Pet cremation and ashes burial service;

d. Increased trade waste market;

e. MOT services at the depot; and

f. Housing Development.

1.12 Members commended work undertaken by the authority's in house City and Guilds accredited training section, which has generated just under £20,000 through the delivery of training courses to other local authorities, taxi drivers and to local small businesses.

1.13 Collaboration with other local authorities is an approach that has been used as a mechanism to save money and protect service standards. A Collaboration Agreement between Rushcliffe, Gedling and Newark and Sherwood d was agreed in 2013. Collaboration allows for the sharing of Officer's time and shared service agreements; the feasibility of shared services for legal, elections and constitutional services and human resources has been investigated.

Conclusions

1.14 The working group started this review enthusiastically, and suggested a range of schemes that could be investigated as potential income generation proposals; some of these ideas are attached at **Appendix 1**.

1.15 After initial assessment many suggestions were deemed to be unviable, or beyond the legal remit of the Authority. Whilst the Authority is being encouraged to consider new and innovative ways to generate income, any service traded has to be within the legal and constitutional framework. The law in this area is extremely complex. The Council can only provide a service and make a surplus where it has a specific statutory duty, or it provides the services via a trading company. All commercial activity involves risk for potential losses, and

therefore diligent investigation as to a scheme's feasibility and long term viability is vital.

1.16 It was agreed that due to diminishing central government funding there is a need to move towards becoming a more commercially aware organisation and this will require a change in the culture of the Authority. his needs to start at Member level; Members felt that they should have an active role in reviewing and challenging income generation initiatives, and how these activities could impact on service users and, in particular, should the Authority start to trade locally, how it could affect the viability of established commercial enterprises in the Borough. Any new trading arrangement established should not have a detrimental effect on any existing private business.

1.17 It was acknowledged that failure to adopt a more commercial attitude to selling services and generating income could have a wide reaching effect. Service managers were recognised as having an important role in highlighting opportunities and will need to become more business and commercially aware. Members felt it was important to create a shift in the culture of the authority, and for Members and managers to disseminate the requirement to generate income and seek staff suggestions. This will need not only a 'top down' approach to identifying income streams, but also a 'bottom up' approach which encourages front line staff to relate cases where they consider fees to be wrong, and where they identify new income schemes. A mechanism for staff to do this should be created. Consultation with the public should also be considered, using the Gedling Conversation or Contact magazine, and development of an online system to accept suggestions should also be explored.

1.18 It was recognised that commercial competitiveness is important to the success of any service that the authority markets, this is particularly relevant to the leisure offer. How we treat and manage current customers, retain existing business and attract new customers is fundamental. People have a choice and do not have to use the Authority's leisure facilities or attend our events. It is therefore necessary to generate customer loyalty and ensure that the services that the authority offers are efficient and effective. A focus on improving customer experience rather than just supplying a service was discussed, to make sure that customers feel that they are getting an enjoyable experience, value for money and want to return and use our services. It is also important to consider the amount raised through fees and charges and that the real cost of Council services is clear, ensuring that when full cost recovery is required it is based on accurate information.

1.19 Members acknowledged that a rigorous programme of debt recovery by the Council is pursued, and that the percentage of Council Tax collected is above target, but considered that it is vital to continue to pursue a stringent policy for the collection of money owed. They also thought that there needed to be a maximisation of external funding streams, looking further afield to explore where pots of money are available. It was recognised that to do this successfully requires knowledge of funding available, and the skills to effectively complete applications. Members considered it essential that a funding specialist is available to assist all departments who would benefit from expert advice.

1.20 In conclusion, Members felt that although there are moves to become more commercially aware, the restriction of the legal and constitutional framework were impeding many of the initiatives that could make a real contribution to funding available for the future, and that it would be necessary to be creative and innovative if traded services are going to make a real contribution to future income.

Proposal

2. The Working Group agreed a number of recommendations as follows:

2.1 That the Portfolio of one Cabinet Member is amended to include specific responsibilities and accountability for income generation.

2.2 That there be meaningful, wider, Member involvement in any initiatives that affect the way in which services are delivered.

2.3 That an online route for staff and members of the public to raise suggestions be established. This should include a mechanism to feed back on their viability.

2.4 That the Council maintain a focus on customer experience; customer loyalty has to be maintained.

2.5 That a comprehensive review of fees and charges across the Authority is undertaken.

2.6 That the Authority must ensure that there is the available expertise to successfully seek out and bid for external funding.

2.7 That examples of best practice from other Local Authorities continue to be studied to make sure that all potential opportunities are considered.

2.8   Members are asked to consider the report and recommendations of the Working Group.

Alternative Options

3.   Under Executive Governance arrangements, Cabinet is required to consider reports from the Overview and Scrutiny Committee. There are, therefore, no alternative options.

Financial Implications

4.   There are no financial implications arising from the report.

Appendices

5.   Appendix 1- Overview and Scrutiny Scoping Report
        Appendix 2- Income Generation suggestions considered by the Working Group.

Background Papers

6.   None identified.

Recommendation(s)

1) That Cabinet consider the report of the working group and make appropriate comments; and

2) That Cabinet refer the report to the appropriate Cabinet Member in order for a response to be made to the Overview and Scrutiny Committee at the meeting scheduled to take place on 20 November 2017.

Reasons for Recommendations

7.   To comply with the Executive governance arrangements and fulfil the role of Overview and Scrutiny Committee.

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Overview and Scrutiny Review Scoping Report

Review Title:	Income Generation

Chair of the review group: Cllr M Lawrence

Working Group members: Cllrs Paling, Scroggie, Miller, Andrews.

Portfolio Holder: Cllr. J Clarke

Corporate Director: Mike Hill

Lead Officer: Helen Lee

Reason for the review

A key priority for the authority is to provide high quality services and value for money. Efficiency savings have been used to maintain a level of service but because of the reductions in government funding it is necessary to consider how to increase income through commercial activity.

Specific focus of the review

To identify, investigate and realise additional potential sources that will generate income.

What we hope to achieve?

Recommendations that will assist in:

- Maximisation of existing income sources whist still maintaining a high level of service and providing value for money

- Increasing income through the adoption of commercial practices.

Information required from whom.

Corporate Directors and Service Managers

How we will get the information.

Briefings from relevant officers

Research into other local authority commercial practices.

Equalities issues.

There should be no adverse effect on the groups which fall within the protected categories as defined in the Equalities Act 2010.

Timescales for the review

Action		Date
Approval from O & S	The formal process prior to commencing the review	21.11.2016
Drafting the scoping document		16.01.2017
Meeting and evidence gathering meetings		13.02.2017 20.03 2017 24.05.2017
Drafting the recommendations and report		26.06.2017
Report to Overview Committee		17.07.2017
Report to Cabinet		12.10.2017
Response to Overview (within 28 days)		20.11.2017
Six month update		14.05.2018

Income Generation Working Group **Income generation ideas discussed by the working group**	
Service Area	Ideas/Opportunities suggested
Waste Services	**Response in bold from Service Manager, Waste Services** Chargeable fortnightly bin collections. This would be the weeks when the normal bin collection didn't take place and was seen as being particularly useful in the hot summer months, and for large families and those using nappies. ***There is a statutory duty to collect this waste free of charge under the Environmental Protection Act 1990 therefore we cannot levy a charge. The Controlled Waste (England and Wales) Regulations 2012 also does not allow us to do this.***
	Chargeable additional glass collections. ***We offer additional boxes on request; there is also the option to take glass to bring sites at supermarkets etc.***
	A wheelie bin washing service following the refuse lorry. ***Not sure how viable it would be. At present there are several local companies who provide this service so there could be an impact on local employment and the economy***
	Selling green waste for composting ***The waste is contract waste and does not belong to GBC but is used as soil conditioner on the farm that processes it***
Customer Services and Communication	Out sourcing of graphic design
	A review of opportunities for generating sponsorship and advertising income including website advertising. Review of equipment, for example refuse lorries, and estate including parks and leisure centres to see if there is space that could be sold for advertising or if it could be sponsored by a private organisation.
Parks and Street Care	Garden services for the elderly
Property	Sale of surplus land, with out line planning permission prior to auction
Organisational Development	Training for Taxi drivers, a possible NVQ including customer care.
	Training, IT training and increased use of the Accredited Training Centre for local businesses
Leisure	Investigate the possibility of hiring out parks for concerts.
	Consider ways to capitalise on using Arnot Hill Park as a wedding reception venue using marquees.

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Gedling
Borough Council

Report to Cabinet

Subject: Gedling's Heritage Brought Alive

Date: 12 October 2017

Author: Service Manager – Community Relations

Wards Affected

1.1 All Wards

Purpose

2.1   To seek approval to spend funding acquired through an application to Heritage Lottery Fund to deliver a project working with local history groups to create the story of the Borough's heritage and disseminate it in various formats for visitors and the wider community.

2.2   To establish, by virement, the expenditure and financing budgets for Gedling's Heritage Brought Alive project.

Key Decision

3.1 This is not a Key Decision.

Background

4.1   The Gedling Plan 2017-19 sets out a corporate action to "Bid for Heritage Lottery funding for a heritage centre and heritage trail at Gedling Country Park".

4.2   During the first quarter of 2017-18, the Council engaged with its history and heritage societies to map the borough's rich heritage and consider how this might be interpreted and presented in future. This led to the establishment of a new Gedling Heritage Forum of local groups.

4.3   The feedback was developed into a Project Plan that aims to work with the Heritage Forum to present themes relating to the Borough's rich heritage at the new Gedling Country Park Visitor Centre and create a Heritage Trail across the Park. This would be backed up by an on-line heritage hub of information and a series of community led activities. The Project Plan was used to bid for Heritage Lottery Funding in June 2017 and a copy of the Plan can be found at Appendix A.

4.4   In August 2017, the Council received confirmation from Heritage Lottery that it was successful with its application and it had agreed to grant £74,900.00 for the project.

Proposal

5.1   Project delivery will commence in November 2017 and be undertaken by a Project Officer recruited as a consultant and paid for by a proportion of the allocated HLF grant. This will be an 18 month position. Overall project management will be undertaken by the Service Manager – Community Relations.

5.2   This report requests the establishment of the revenue budget of £74,900 for the delivery of the Gedling's Heritage Brought Alive project by approval of the following virement:

Expenditure:
Arts and Tourism - Gedling's Heritage Brought Alive Project   £74,900

Financed By:
External Grants and Contributions   (£74,900)

A full financial breakdown of the project is detailed at paragraph 7 below. The budgets will be profiled across financial years in accordance with the project timescales.

Alternative Options

6.1   The alternative is to not progress this project and therefore not develop the Borough's emerging heritage strategy further. This will mean the Council is unable to respond to the consultation feedback received from heritage and history societies and not offer the educational, visitor and economic development opportunities that a high profile heritage project will offer. The Council will lose the funding if we do not spend it on this project. Gedling is a designated priority area for Heritage Lottery. Not pursuing this project will mean momentum is lost in identifying additional funding opportunities for the Borough from Heritage Lottery.

Financial Implications

7.1   The full project breakdown and associated funding is shown in **Table 1** below:

Table 1: Breakdown of Expenditure and Associated Funding	
Cost	**£**
Project Officer – 18 months	28,500
Equipment and materials	25,500
Digital Design and Professional Fees	7,800
Volunteer Costs	1,600
Learning Materials	5,400
Evaluation	4,000

Publicity & Promotion	2,100
Total Expenditure	**74,900**

Funding	£
Heritage Lottery Fund	79,900
Total Funding	**74,900**

7.4   Heritage Lottery Grant conditions from funding bodies state that the project must be complete by 30th April 2019. Project delivery must adhere to the Standard Terms of Grant issued by Heritage Lottery to ensure the Council receives all grant instalments within the project timeframe.

7.5   On-going maintenance costs of any small heritage interpretation installations at Gedling Country Park will be managed by the Parks and Street Care Service Area and be contained with existing budgets.

Appendices

8.1   Appendix A: Gedling Heritage Interpretation Project Plan

Background Papers

9.1   None.

Recommendation(s)

10.1 THAT approval be given for:

- spending funding acquired through the application to Heritage Lottery Funding to deliver a project working with local history groups to create the story of the Borough's heritage and disseminate it in various formats for visitors and the wider community.

- establishing, by virement, the expenditure and financing budgets for Gedling's Heritage Brought Alive project.

Reasons for Recommendations

11.1   To deliver on the consultation feedback received from local history and heritage societies to raise the profile of the Borough's heritage.

11.2   To support the delivery of the Council's Corporate Action to bid for Heritage Lottery funding for a heritage centre and heritage trail at Gedling Country Park.

11.3   To offer heritage themed educational and visitor opportunities in the Borough and enhance the local economic development offer through increased visitor number to the local area.

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Gedling Heritage Interpretation Project

Project Plan / Activity Statement

GEDLING
Borough Council

Gedling Heritage Interpretation Project
Project Plan / Activity Statement

Contents

Introduction

The purpose of this document is to show what work we aim to do within the scope of this project, when it will be done, by whom and how much it is likely to cost. However, before doing so it will look at how the project leaders reached this stage and show the dedication of the many community organisations that are currently supporting heritage in their own communities and are prepared to support this project.

The document will outline the proposal and then show each step in more detail.

By the end of the document you will see a comprehensive project unfold that is designed to collate the heritage of Gedling Borough into a single location, as well as onto the internet. The location being the new Gedling Country Park and its Visitor Centre. The project is also designed to engage both schools and the public to increase their interest and understanding of our heritage.

The project aims to enable Gedling to use its heritage to increase the well-being of its residents and attract visitors to help boost the local economy. Both local history and natural history will be taken into consideration. Digital and printed material, as well as signage around the park will be designed for maximum impact and interest.

Another aspect of the project is for further consultations to take place to help decide the next step in a broader strategy to use our heritage. That next step is likely to focus on directing our residents and visitors into all corners of our Borough using foot/cycle/bridle trails and self-guided tours. By doing this the whole borough will benefit together rather than the single park.

Gedling has significant heritage of local, regional, national and inter-national importance; it is the aim of this project to extoll the significance and virtues of our heritage.

Brief History of Gedling Borough and its Heritage

Gedling Borough, in its current format was created in 1974, as part of the nation-wide re-organisation of local authorities. It is an amalgamation of many villages and small towns, which, on one side has become part of the Greater Nottingham conurbation, whilst on the other side it has retained its rural charm with a series of beautiful country villages. Each location has its own rich heritage, which to an extent has been researched by their own local history enthusiasts, who have helped us understand that there is a wealth of heritage to celebrate throughout the borough.

This heritage includes Newstead Abbey, home of Lord Byron, the world's greatest romantic poet; Papplewick Pumping Station, a nationally renowned Victorian attraction; The birthplace of mechanised knitting (William Lee of Calverton; 1580s); The birthplace of Lord Ralph Cromwell (1593-1456; Treasurer of England & Chamberlain of the Household; built Tattershall Castle). Possibly the most important of all: Thomas Hawkesley, who designed and built Britain's first high pressure constant supply water system, in Nottingham, preventing the deaths of countless millions of people around the world. Others include actors, artists and sportsmen.

We question: is Linby really the origin of the humble Pancake? Some of the earliest Luddite and Chartist skirmishes took place in the borough; the legend of St. Swithun originated in the Woodborough and we aim to talk about Tolkien's connection with Gedling!

In more recent years' coal mining became prominent in the borough, which has now ceased to exist but has left behind a significant change to both the landscape and sociality of the residents. Indeed, the physical focus of this heritage interpretation project will be on the former Gedling Colliery site, which has now been transformed into a beautiful country park, where nature has successfully re-established itself. Parts of the borough were once part of the Ancient Sherwood Forest. Although both agriculture and urbanisation have taken away many of the ancient woods and heathlands we aim to celebrate those parts that have survived to show that there is still natural beauty amongst the modern housing estates.

Recent Community Involvement in Heritage

Those previously mentioned local history enthusiasts, along with natural history enthusiasts, have established themselves into over 20 different organisations over the past few decades. These groups vary in strength and achievements; while some local history groups have published their works, others act as guardians of natural history; each having a role to play in our society. Some are more proactive than others, with the ability to attract grants and larger partner organisations, while the smaller groups continue to research and share their findings amongst their local communities. Following is a list of known groups:

Organisation
Friends of Gedling Country Park
Friends of Newstead Abbey
Burton Joyce & Bulcote Local History Society + Stoke Bardolph Heritage
Gedling Village Preservation Society
Notts Wildlife Trust
Lambley Historical Society
Nottinghamshire Thoroton Society
Friends of Bestwood Winding Engine
Netherfield Wildlife Action Group / Gedling Conservation Trust
Papplewick Pumping Station Trust
Friends of Moor Pond Wood

Organisation
Calverton Preservation Society
Friends of Bestwood Country Park
Nottingham's Railways Remembers Facebook Group
Friends of Arnot Hill Park
Friends of Burton Road Jubilee Park
Friends of Gedling House woods
Friends of Hobbucks
Mapperley & Sherwood History
Nottinghamshire/Southwell Diocese Churches Project
Woodborough Local History Group
Arnold Local History Group

All the above groups have been invited to be involved in this project and most have them have already expressed an interest by attending two recently held Gedling Borough Heritage Forums, hosted by Gedling Borough council or by completing questionnaires to help this project move forward.

It has also been noted, by several of the above groups, that some schools are actively engaging their students in both local and natural heritage. Some of this engagement is within the confines of the classroom but occasionally field visits are made to either a park, nature reserve or a walk around a village to study various natural and architectural features. In these expeditions, local volunteers are engaged to support the teachers and talk about their area of expertise.

For many years, Gedling Borough Council has been passive towards its heritage and has left it to these groups to keep it alive. More recently the authority has recognised the importance of its heritage for several reasons:
1. To help its residents feel a sense of pride in their community and help enhance personal well-being
2. To support the numerous heritage groups in the voluntary work that they do
3. To use the heritage to attract visitors to help increase the visitor economy

Because of this change of direction they have created the above-mentioned Heritage Forum, which is still in its early days but is proving to be very well received by those in attendance. Plans are being made for a whole series of heritage based projects to build upon the above three aspects. This current project, which is the first in the series, is designed to bring all the groups together and pool their resources and knowledge to create a focal point for the borough's heritage.

A Need for Further Involvement

This project is the start of a brighter future for the heritage of Gedling, which to a large extent has been kept in the background for many years. Although much praise is given to the work of the local groups it is felt that their research and interpretation is not too well known outside of their immediate community, despite many of them having their own websites. Where parts of our heritage are well known, such as Byron and Hawksley, it is fragmented away from the larger picture. Therefore, we feel the need to draw attention to the wealth of heritage that we have on offer and to place it in its right perspective. To achieve this aim we need the support of a Heritage Lottery Fund grant to provide the financial resource to back-up the human resource that is readily available for this project.

By uniting the local experts, and other volunteers, with a well-structured and financed project we will be able to create Gedling's first heritage based Visitor Centre (excluding site-specific locations, such as Newstead Abbey and Bestwood Winding Engine); equipped with the most applicable and up to date technology to excite visitors about our heritage. The proposed centre, to be located within the new Gedling Country Park Visitor Centre, will have rolling videos and touch-screen units packed with the details of our heritage.

To further support the Visitor Centre, we will generate exciting webpages that will reach out to the world-wide community. They will be designed to encourage people to visit the borough and subsequently help boost our local economy. With a well-structured project, we will be able to work better with schools, the community and visitors; to engage them in guided walks and other suitable activities. One of the main concerns, amongst the local groups is to ensure that the younger generations are taught about our heritage, to preserve it for the future.

Importance & Benefits of the Proposed Activities

The Project leaders and the associated community groups readily recognise the importance and benefits of an exciting series of activities associated with this project. Following is a summary list of benefits to participants, residents, visitors, the borough and especially our heritage. This project will:

1. Enable participants, residents and visitors to discover the heritage of their community
2. Instil a pride in community heritage and the subsequent modern community
3. Help educational establishments help fulfil certain criteria of course modules through work on their local community, which helps students more readily identify with and understand the requirements of the course material
4. Reduce anti-social behaviour because of pride and appreciation of the area
5. Enable project participants to learn new knowledge and skills
6. Enable a wider audience to learn more about their local heritage through participatory activities and instil an appreciation for that heritage
7. Encourage socialisation through free activities and consequently enable the socially disadvantaged to engage with others and enjoy those activities
8. Help people keep healthy through guided walks
9. Enable a long reaching positive effect on our heritage, such as interpretation and preservation
10. Help to promote the borough and consequently generate economic growth
11. Create an appreciation and understanding of Gedling's heritage by visitors from across the world, whether in person or virtually.

Summarising the above we may say that this project will promote Gedling's heritage to its residents, which in turn will help them appreciate, enjoy and look after their heritage through a pride in their past. It will also promote our heritage to external visitors and encourage them to visit the borough to learn about and enjoy our heritage, which in turn will help the local economy to improve.

Outline of Proposed Activities

The Gedling Interpretation Project will offer an opportunity to engage in a variety of heritage based activities designed to enable the community to research, preserve, interpret, promote and enjoy their heritage. Following is an outline of the proposed activities, which will commence after the recruitment of the main core of volunteers:

1. **Training**
   a. Carry out necessary training to enable the project to achieve its outcomes
2. **Finalise a Research and Interpretation Framework**
   a. Agree the details of heritage aspects to be included in the project
   b. Agree the framework to be used for the various interpretation methods (i.e. structure of the website and touch screen units)
3. **Research and Collation of Heritage**
   a. Gather together all the known heritage of the borough that fits the project aims
   b. Research to fill in the gaps to enable accurate and free flowing interpretation
   c. Collect films
   d. Collect images
4. **Write the material for the outputs**
   a. Trail Leaflet (all-inclusive across the Borough)
   b. Booklet (highlighting the whole heritage)
   c. Web Material
   d. Touchscreen Material (similar to the web)
   e. Interpretation boards / Compass panels/Trail plaques
   f. Mural & TV rolling film
   g. Finger posts
5. **Oral History**
   a. Interview
   b. Edit
6. **Create**
   a. Web site & Touch Screen material
   b. Wall murals/images – Displayed by short throw projector
   c. Rolling films – silent (includes filming local & natural heritage sites)
   d. QR codes to direct people to websites
   e. Two Posters: Flora & Fauna of the park
   f. Interpretation boards / Compass panels/ Trail plaques for the park
   g. Youtube films
   h. Name tags for the café tables
   i. Framed photographs
7. **Guided Walks**
   a. Local groups to devise and lead heritage walks (Local & Natural History)
   b. Promotion
8. **Competitions**
   a. Both Schools and the public
   b. Art; Creative writing; Photography
9. **Mosaics**
   a. Depicting heritage of the Gedling Park: One natural history & one for the former mine
   b. Involve the community (an event or a school)
   c. Designs to be influenced by the competitions
10. **Trails**

a. On-site treasure trails (One for children & one for adults)
b. Joining sites together (Finger posts to direct people to other sites)
c. Produce map
    i. A generic Borough walking/cycling map connecting & highlighting locations

11. Booklet
a. Produce a single booklet to extoll the Borough's heritage

12. Public Film Shows
a. Collection of localised films
b. Show in more than one location
c. If enough material they could be customised to each location

13. Coal Carving workshop or demonstration
a. Could be part of a larger event or at a school

The Collation will include:
- ❖ Written histories
- ❖ Photographs
- ❖ Paintings & sketches
- ❖ Films
- ❖ Songs & Poems
- ❖ Oral Histories

The research will include:
- ➢ Filling in the gaps between known heritage to ensure that stories and interpretation flows well
    - o Library & Archive research
    - o Oral history

These activities will be carried out by engaging with:
- ➢ Local Heritage organisations
- ➢ Other community groups
- ➢ Library services
- ➢ The local authority
- ➢ The Gedling Heritage Forum
- ➢ Schools
- ➢ The Public
- ➢ Archives offices

Apart from the direct participants the project will then invite the whole community and external visitors to join them in the activities, and to visit the many and varied sites that will be extolled within the project. The heritage will be available on the internet for all to enjoy, which will enable people plan their day-out when they are looking for places to visit.

This project pays tribute to the hard work already carried out by local, social and family historians along with those who have and still look after our countryside. It will invite them to come together to produce this wonderful set of interpretation ideas and activities.

Overview of What goes Where

Inside the Gedling Country Park Visitor Centre
- ➢ Silent continuous running selection of movies and photographs
- ➢ Changing wall murals by short throw projector
- ➢ Touchscreen information units
- ➢ Leaflet Holder
- ➢ Framed photographs
- ➢ Name tags for the tables

The landscaped area around the Visitor Centre
- ➢ Two site specific posters depicting flora & fauna on pedestals
- ➢ Two mosaics depicting site specific natural & coal mine heritage on pedestals
- ➢ Interpretation board with park map highlighting features and compass points

Around the Park
- ➢ Two interpretation panels: Lagoon & Tunnel
- ➢ Four compass pointer panels incorporating brief histories of both location and where pointing to
- ➢ Finger posts pointing out of the park to other locations around the borough
- ➢ A trail of small plaques showing what was where when the site was a colliery
- ➢ Two treasure trail leaflets (Child & adult) to help engage people
- ➢ Guided walks (can include such things as pond-dipping)

Around the Borough & Beyond
- ➢ Production of a website
- ➢ Heritage booklet
- ➢ Trail (walking & cycling) leaflet: all-inclusive for the borough
- ➢ Upload videos onto Youtube
- ➢ Making use of simple QR codes to direct people to further information; as appropriate

Activities around the Borough
- ➢ Series of Guided Walks
- ➢ Presentations to students
- ➢ Creative Writing competition (Children & Adults)
- ➢ Photographic competition (Children & Adults)
- ➢ Art competition (Children & Adults)
- ➢ Three Public film shows of local interest
- ➢ Coal carving workshops/demonstrations

Activities Processes

Collate and Research the History of Gedling Borough

Library & Archives	Oral History	Film Recording	Social Media	Established Groups

RAW MATERIAL FROM RESEARCH

Booklet Touchscreen Walks Map

Posters Rolling Film Website Interpretation Boards
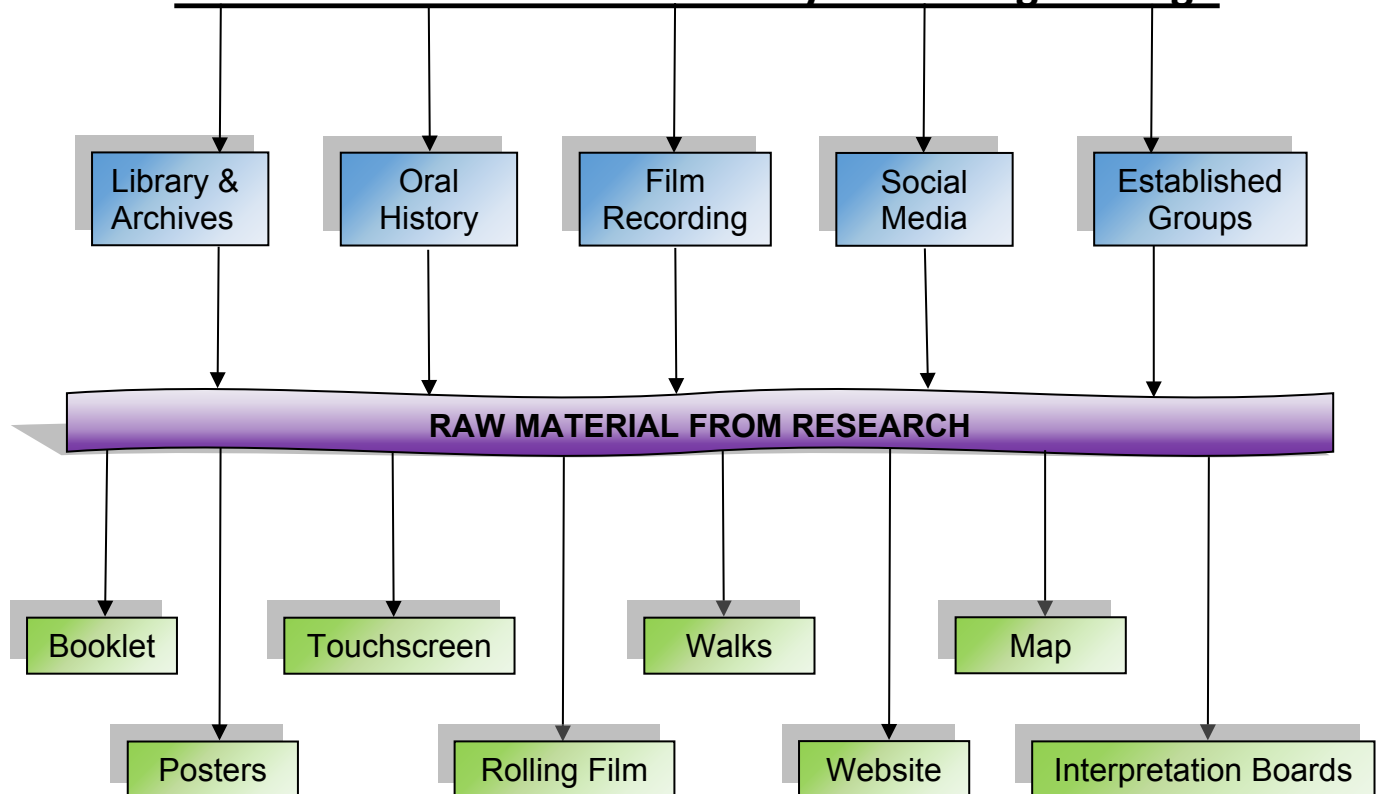
Production of School & Public Activities

Research & Design Heritage Walks	Compose a series of Film Shows	Design Photographic Competition	Design Art Competition	Design Creative Writing Competition
Market & Guide 15 Walks for the public	Hold 3 Film shows around the Borough	One for the Schools & One for the public	One for the Schools & One for the public	One for the Schools & One for the public
Offer Guided walks to the Schools				

KEY: PO=Project Officer; GBC=Gedling Borough Council; VC=Gedling Country Park Visitor Centre

Project / Activity Plan

The following table of activities is laid out in a chronological sequence to enable easy understanding of when various aspects of the project will take place.

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?	Cost
Sep 17	Commence the Project	GBC Offices	GBC Staff	Everyone	Project launch	N/A
Sep 17	Appoint a Project Officer; 18 months; 0.5 FT equivalent (£24k + 0.25 on-cost equiv.)	GBC Offices	GBC Staff	The Project	Professional guidance to achieve all aims and objectives of the project	£27,000
Sep-Oct 17	Recruit the Volunteers by known contacts, press release & social media	From across the Borough	GBC Staff & PO	Volunteers Aim for up to 50 people	A dedicated volunteer workforce to achieve the aims of the project	N/A
Oct-Nov 17	Train Volunteers: • Research • Oral History Interviewing • Sound/Video editing • Intro to Graphic Design • Intro to Web Design • Walk Leading	Where Appropriate. Room hire will be part of the match funding package	PO & qualified trainers (some training included in the PO contract). P.O. also to act as a mentor throughout the project	Volunteers Aim for up to 50 people to be trained	Better equipped volunteers to achieve high levels of outputs	£620 for external trainers
Oct-Nov 17	Develop the research and Design Framework and set parameters	GBC Offices & within the involved groups	PO & Volunteers	Volunteers	A firm guideline to produce the outputs in an easy to understand manner	Expenses
Oct 17-Feb 18	Collate known materials to fit the framework	GBC Offices & within the involved groups	PO & Volunteers	Volunteers	Pull together all known heritage aspects of the borough	Expenses
Nov-Dec	Design Heritage based	GBC Offices, within	Volunteers under the	Volunteers, Public &	Well produced and	Expenses

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?	Cost
17	Competitions; one of each for Schools & Public: 1. Photographic 2. Art 3. Creative Writing	the involved groups, schools and across the community	direction of the PO	Students	professionally designed competitions designed to draw attention to our heritage, instil a sense of ownership/pride and provide inspiration for other activities and interpretation	
Nov 17 – Jan 18	Design Guided Walks and promote	Across the borough	Volunteers under the direction of the PO	Volunteers	Well organised, safe, interesting and flowing walks led by an enthusiastic leader	£400 for posters & leaflets
Nov 17 – Mar 18	Design Three Film Shows using historic footage relating to aspects of the borough's heritage	GBC Offices & within the involved groups	Volunteers under the direction of the PO	Volunteers	An entertaining event showing the heritage of Gedling in motion films to inspire participants to be more in tune with our heritage	Expenses
Nov 17 – May 18	Oral History recording to capture modern heritage from across the borough. To be made available at various locations, with some on the website	GBC Offices & within the involved groups	Volunteers under the direction of the PO	Volunteers, public, Interviewees & generations to come. Aim for 25 to 30 recordings	Preserving memories and putting the social side to our heritage. They will help to induce interest and appreciation of our heritage in other people	£300 for equipment
Dec 17 – Jan 18	Choose images for the changing wall mural and purchase the projector	GBC Offices & within the involved groups	Volunteers & GBC staff	Visitors to the VC	Background heritage mood for the diners, to instil a sense of place and history	£1,600 including projector & mount
Dec 17 – Jun 18	Design & Write Website and Touch Screen Material	GBC Offices & within the involved groups	Volunteers under the direction of the PO	Volunteers & the public - worldwide	Well planned and comprehensive interpretation of our	Expenses

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?	Cost
					heritage to help people learn about our wide variety of important history	
Dec 17 – Jul 18	Design & Write the Trail Map leaflet 10,000 x (A2 to DL). To connect our heritage sites across the borough	GBC Offices & within the involved groups	Volunteers under the direction of the PO	Volunteers, residents and visitors/ tourists	Interpretation and guidance for the public to visit various heritage sites around the borough	£1,480 for design & print
Dec 17 – Jul 18	Design & write two park posters (flora & fauna). Mounted on stainless steel pedestals. To depict what can be found within the park	Outside the VC	Volunteers supported by professionals	All visitors to the Gedling Country Park. Set at a suitable height for children & wheelchair users	Helps visitors understand what natural history they may see in the park. Generates excitement for their visit	£100 for design. £1,500 for frames, pedestals and Printing
Dec 17 – Jul 18	Design & Write seven Interpretation Panels & Compass Panels for the park to depict heritage and directions to distant places. Mounted on stainless steel pedestals.	GBC Offices & within the involved groups with the final locations being around the Gedling Country Park	Volunteers under the direction of the PO and graphic designer	All visitors to the Gedling Country Park. Set at a suitable height for children & wheelchair users	Interpretation of the former site and guidance for the visitor. Enables visitors to understand the site heritage and where it sits in the wider area	£300 for design. £5,250 for frames, pedestals and Printing
Dec 17 – Jul 18	Design & Write two Treasure Trail leaflets for the Gedling Country Park; one for children and one for adults 2 x 10,000 (A4 to DL)	GBC Offices & within the involved groups. Finished article for the VC	Volunteers under the direction of the PO	Volunteers & the public who visit the park	Bringing excitement into our heritage for all generations. Getting participants fully involved in both site history and natural history	£1,100
Dec 17 – Jul 18	Design & produce the rolling TV film. Includes modern filming of the district of both built &	Across the borough with a final location of the VC. The film	Volunteers under the direction of the PO	Anyone visiting the VC	Captivating moments from Gedling's heritage to be viewed by those visiting the VC to inspire	£750 for video recorder & software

14

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?	Cost
	natural heritage	will be shown on the VC screen			them to learn more through the other media being created as part of the project	
Dec 17 - Feb 19	Place suitable heritage clips on Youtube & other similar sites	Internet	Volunteers under the direction of the PO	The Public, worldwide	Enables everyone to view exciting aspects of our heritage and understand the importance of our input into the national progression of society	Expenses
Jan 18 – Mar 19	Carry out research towards a proposed second project in relation to highlighting heritage routs across the borough and marketing the heritage of the borough	GBC offices and across the borough	Under the direction of the PO	To inform the next phase of GBC strategy for heritage interpretation and tourism	A document that will provide the outline for a second project and further heritage interpretation and enjoyment	Expenses
Jan-Apr 18	Design, manufacture & install 3 finger posts. Three fingers on each post	Entrances to Gedling Borough Park	Volunteers and the PO	Walkers & cyclists traveling to other parts of the borough	Directing walkers and travellers to other heritage sites to further their enjoyment and increase knowledge	£2,820
Jan-May 18	Historic research to fill in the gaps (Includes copyright fees).	Libraries and archives; including the internet	Volunteers under the direction of the PO	Volunteers	To plug the gaps of any missing facts or details to ensure good interpretation	£500 for copyright fees plus expenses
Jan-Jul 18	Write the booklet (estimated 64 page A5 x 10,000 copies)	GBC Offices & within the involved groups. To be made available at several locations	Volunteers under the direction of the PO	The Public	Pulls together the heritage of Gedling in an easy to read format for all people. To show everyone how Gedling has played an important role in our	£5,000 for design & print plus expenses

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?	Cost
					county's development	
Jan-Sep 18	Hold the Competitions with prizes and certificates: High profile with respected judges	Across the Borough	Volunteers under the direction of the PO	Volunteers, Public & Students Aim to include several schools and up to 50 people in each public category	Numerous people being involved in discovering and interpreting our heritage. Used to inspire interpretation and helps participants understand aspects of our heritage	£1,000 (£600 for prizes & £400 for publicity)
Jan-Nov 18	Presentations to students. Aim for 6 sessions as a minimum; natural, social & built heritage etc	Schools or elsewhere on sites	Volunteers with support of the PO	School students	Introduction of our heritage to the younger generation to instil pride and ownership of our heritage	Expenses
Mar-May 18	Design & install the café table markers (name plates). Each one to depict a piece of Gedling's heritage	VC	Volunteers with professional for installation	All VC users	Key words to help visitors remember our heritage	£800 to produce plaques & £300 to install
Mar-May 18	Choose and hang framed heritage photographs around the café	VC	Volunteers under the direction of the PO	All VC users	Nostalgia and potted history of Gedling	£100
Mar-Oct 18	Coal carving workshops (2). To tutor participants in this rare art form	To be decided but accessible to all	PO with a professional tutor	Anyone can participate	Keeping the coal heritage alive in people's lives	£530 Materials & facilitator
Mar-Nov 18	Lead Guided Walks across the whole borough; both local and natural history • 15 Public walks • 5 School Walks	Across the whole borough	Volunteers under the direction of the PO	Volunteers, Public and Students. Aim for 20 people on each walk	The opportunity to show both residents and visitors what Gedling has on offer in terms of our heritage and to inspire a sense of pride and ownership	£50 for Hi-Viz vests plus expenses
Apr-Sep 18	Design & produce two mosaics with the full	Near the VC	Schools/public with professional support	Visitors to the Gedling Country Park.	Pictorial depiction of the park heritage (Natural &	£3,000 for all materials, the

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?	Cost
	involvement of both schools & the public. Designs to be inspired by the various competitions			Aim to invite 100 or more people to participate on each mosaic	Mining) which enables participants to feel a part of the project	artist and mounting + £700 for the pedestals
Apr-Nov 18	Hold the afore mentioned Film Shows in three locations across the borough, which can be different according to the location	1. VC 2. Bestwood 3. Bonnington (these are examples only)	Volunteers under the direction of the PO	The Public Aim for 500 people to attend	They will help to achieve a pride in our heritage and generate enthusiasm for Gedling's past	£200 for promotion £600 for room hire (match)
May-Jun 18	Park heritage trail. Series of small mounted metal plaques around the park depicting various aspects of the former colliery site	Gedling Country Park	Volunteers under the direction of the PO	The Public. At a suitable height for children & wheelchair users to read.	Park Interpretation of what formally stood where on this former colliery site to help people understand the former mining industry	£3,300 for the plaques and pedestals
May-Aug 18	Purchase Touch Screen units & install material. Inc 3-year maintenance contract	VC	GBC officers & PO	All visitors to the VC	Local availability of an extensive set of heritage material to enable users to learn about our heritage	£5,000
Jun 18	Purchase & install a leaflet holder	VC	PO	All visitors to the café	Make local heritage & tourism leaflets available to promote the borough	£200
Jun-Jul 18	Professionals to create the actual website, which will be hosted & maintained on a permanent basis by GBC	GBC offices	GBC officers	The public - worldwide	Worldwide coverage of Gedling's heritage; making it accessible to everyone	£2,000
Jun-Sep 18	Produce the Interpretation Material using professional graphic and web designers	As discussed individually, above	Professionals under the direction of the PO & GBC Staff	The Public	Final outputs for public enjoyment to be produced in a long-lasting	The costs are listed separately in

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?	Cost
					professional manner	their above design entries.
Jul 18	Produce relevant QR codes to be used on interpretation material to point visitors to various pages on the proposed website	GBC Offices & within the involved groups	PO with GBC officers	All people wanting to learn more about our heritage	Quick links to websites to enable further study of specific heritage aspects	Expenses
Aug-Oct 18	Take delivery, install and soft launch of all interpretation material except literature	VC & Internet	Professionals under the direction of the PO & GBC Staff	Everyone	Final outputs for public enjoyment	Costs above and match fund for installation
Sep 18-Mar 19	Hold public exhibitions of the above competitions around the borough	Across the borough: Libraries for example	Volunteers under the direction of the PO	Volunteers, Public & Students	Further awareness amongst the public, of Gedling's heritage; instilling pride and ownership	£1,000 for 3 sets of display panels
Oct-Dec 18	High profile launch of the whole project, including the literature. Buffet, entertainment & a memory pack	VC	PO, GBC staff & Volunteers	Those involved in the project but to use as a marketing tool with the Press present	Opportunity to get the whole project publicly known by inviting the press and acknowledging all participants involvement in the project	£1,500 (Buffet and entertainment
Nov 18-Mar 19	Write Project Evaluation report from both on-going reports and interviews/ questionnaires etc.	GBC Offices	PO & GBC Staff	Heritage Lottery Fund and other interested parties.	A clear understanding of how well the project went and what we learnt, along with what we might improve if we were to engage in similar projects	£2,000
					TOTAL	**£70,400**

Who is Responsible for the Outputs?

Showing which groups will take the primary responsibility and which others will be involved, even if just through audience participation.

Main Responsibility	🟥
Involved or Invited	🟨

Output/Activity	Project Officer	Volunteer Group	GBC	Schools	Steering Group	Public
Accepting the HLF Grant			🟥			
Appoint the Project Officer	🟨		🟥			
Recruit Volunteers	🟥	🟨	🟨	🟨	🟨	🟨
Train Volunteers	🟥	🟨				
Steering Group Meetings	🟨		🟥		🟨	
Collation of material	🟥	🟥	🟨			🟨
Research	🟥	🟥				🟨
Oral History interviews	🟥	🟥				🟨
Guided Walks	🟥	🟥		🟨	🟨	🟨
Competitions	🟥	🟥	🟨			🟨
Website	🟥	🟥	🟥			🟨
Touch Screen units	🟥	🟥	🟥	🟨		🟨
New filming (parks & Buildings)	🟥	🟥	🟨		🟨	🟨
Rolling film show	🟥	🟥	🟨			🟨
Public film shows	🟥	🟥	🟨			🟨
Mural projections	🟥	🟥	🟥	🟨	🟨	🟨
Table plaques	🟥	🟥	🟥			🟨
Map Leaflet	🟥	🟥	🟨			🟨
Heritage Booklet	🟥	🟥	🟨			🟨
Interpretation panels	🟥	🟥	🟨			🟨
Mosaics	🟥	🟥	🟨	🟨		🟨
Posters	🟥	🟥	🟨	🟨		🟨
Framed Photographs	🟥	🟥				🟨
Leaflet Holder	🟨	🟨	🟥			🟨
Part Trail (Plaques)	🟥	🟥	🟥		🟨	🟨
Finger Posts	🟥	🟥	🟥			🟨
Treasure Tail Leaflets	🟥	🟥		🟨		🟨
Presentations to students	🟥	🟥		🟨		🟨
Coal Carving Workshops	🟥	🟥		🟨	🟨	🟨
Grand Finale	🟥	🟨	🟥	🟨	🟨	🟨
Evaluation Document	🟥	🟨	🟥	🟨	🟨	🟨

Volunteers Involvement

The following chart sets out the different types of volunteer's tasks and what financial value they are likely to put into the project.

Activity	No. of Volunteers	Days	Rate £	Value £
Training sessions	30	30	50	1,500
Research and setting the framework	20	40	150	6,000
Oral History recordings	5	10	150	1,500
Oral History Editing	2	5	150	750
Writing the booklet	10	40	150	6,000
Writing the walking/cycling trail leaflet	2	10	150	1,500
Writing the website & touchscreen	10	30	150	4,500
Designing and running the competitions	4	16	50	800
Designing and conducting the guided walks	12	20	150	3,000
Designing the interpretation panels	4	16	150	2,400
Designing posters	2	6	150	900
Working on the mosaics	4	8	50	400
Attending meetings	15	30	50	1,500
Filming around the district	2	10	150	1,500
Film editing	2	5	150	750
Table name plates	2	2	50	100
Treasure Trail leaflets	4	8	150	1,200
Presentations to students	4	10	150	1,500
TOTAL	*	290	-	**£35,800**

*Total number of individual volunteers is not the addition of the above because many of those in the above categories will take on more than one role/duty.

Apart from the above there will be the inclusion of students, teachers and the public at various activities; all of which will be recorded.

Non-Volunteer "In-Kind" Match Fund

Purpose	Overview of Match Fund (non-volunteer)	Cost
Room Hire for Meetings		680
Room Hire for Film Shows		600
Room Hire for Training		350
Installation of park hardware		2,775
	TOTAL	**£4,405**

Budget Statement

There will be three distinctly different categories of activities taking place within the duration of the Project:

1. Activities that will be directly involved in the project to leave a lasting physical legacy for many years to come, such as interpretation material and designed walks/trails. The materials will need paying for but most of the labour will be volunteer donations, apart from a few professionals to ensure a high-quality finish. However, there will be out-of-pocket expenses to be met by the volunteers

2. Activities that are designed to educate the public and involve schools, in relation to our heritage, whilst at the same time offering an element of entertainment and celebration. All output materials will need paying for but some production costs may be met by participating groups.

3. Research work will be carried out during the life of the project to help determine the next step in our broader plan to celebrate our heritage. This will be of low cost and will primarily be led by the Project Officer.

Each of these strands will require some funding. Consequently, it is crucial that they be given careful consideration from the outset to calculate the amount of grant funds required from the Heritage Lottery Fund.

All activities taking place during the life of the project, which are part of the project, will be eligible to be financially supported where needed by the project funds. For instance, if the project facilitates a series of guided walks then it will finance the agreed activities for that year but if a heritage group chooses to continue those walks in subsequent years then they will need to use their own funds during those following years.

Estimated Budget (excluding VAT)

Purpose	Overview of Expenditure	Cost
Activity costs taken from the above Project/ Activity Plan	See the above table of activities for the details	70,400
Volunteer Travel	£0.45 per mile	500
Volunteer Expenses	Photocopying, bus fares etc.	500
Staff Travel	£0.45 per mile	1,000
Contingency	To allow for unforeseen expenses (normal 10%)	7,000
Recruitment	For staff	500
	TOTAL	£79,900

Project Time Table

Date	Activity
Sep 2017	Confirmation & Acceptance of HLF Grant
Sep 2017	Submit first grant claim (50%)
Sep 2017	Commence work on the project
Aug 2018	Submit first HLF progress report and second grant claim (40%)
Dec 2018	Grand Finale launch of the project and conclusion of all interpretation
Mar 2019	Completion of Project Evaluation & Consultations
Apr 2019	Submission of final HLF progress report and final grant claim (10%)

Report to Cabinet

Subject: **Gedling 'Dynamic Council' Programme**

Date: **12th October 2017**

Author: **Senior Leadership Team**

Wards Affected

All

Purpose

To seek Cabinet approval for a new organisational change programme which will instigate positive changes to the way the Council operates, and instil a focus on programme management and thematic delivery to meet the Council's corporate objectives as identified within the Gedling Plan.

Key Decision

This is a key decision.

Background

When considering a new approach to working, it is always important to reflect upon the adopted vision of the Council as follows:

"We aspire to be regarded as a great Council by the people and businesses we serve and the staff we employ, by making a positive difference to people's lives and creating opportunities for everyone to achieve their full potential."

Gedling has been successful in delivering many of the changes required by central government, including the financial challenges put forward by addressing the continued reductions in government grant. Since 2011/12 the Council has identified and delivered savings of £5.2m with no loss of services, and maintained its excellent performance.

However, the financial position is increasingly challenging, and it is estimated that Gedling's total government grant reductions, including New Homes Bonus, will be £5.4m which is equivalent to a 62% cash reduction as compared to 2010/11. According to the government's core spending power review, this now puts Gedling in the top 10 worst affected local authorities in the country.

Gedling has, and will continue to, take a proactive approach to funding reductions, actively seeking out ways to identify pressures, possible efficiencies and new sources of income. The budget agreed by Members in March 2017 set out a new efficiency target of £1.9m, with financial self-sufficiency being the ambition by 2021/22.

Gedling is facing significant challenges across a number of fronts. Whilst the most significant challenge is financial, the Council also needs to improve its services to a new generation of customers by building its capability to engage with an ever increasingly technology capable population and rapidly shifting demographic.

In order to meet these challenges, the starting point is to address three fundamental questions:

a. Why do we need to change?
b. How do we get through the next five years?
c. What are we going to do differently?

The first question is relatively easy to answer in that the Council has to meet its budget efficiency target of £1.9m, and react positively to the changing digital world through advances in technologies and customer service expectations. The answer to the second question is to become a more flexible organisation, which is agile, outwardly focussed and enterprising. The answer to the third question is to adopt the *'Dynamic Council'* approach as outlined below and diagrammatically in Appendix 1.

Proposal

There are significant savings and improvements to customer service that can be made by focussing on four key drivers of benefit:

- Digitalisation
- Agile Working
- Demand Management
- Commercialisation

Core to this approach is the clear articulation of the relationship the Council seeks to have with its community, and the way in which it puts customers at the heart of its design for the future. Community demographics, needs and expectations will clearly have an impact on the services the Council will prioritise and how they will need to be delivered.

The proposed *'Dynamic Council'* approach is Gedling's way of initiating the stepped changes necessary to meet these future challenges. Appendix 1 sets out a framework that will deliver improvement through five hierarchical layers as follows:

➢ *Driver for change* – budget efficiency target (as outlined above);
➢ *Enablers* – project and programme management approach;
➢ *Themes* – Digitalisation; Agile Working; Demand Management; Commercialisation;

- ➢ *Working Groups* – 12 No;
- ➢ *Governance* – Officer and Corporate Programme Boards.

Underpinning this is the need to recognise the customer as the single most important priority, and to this end, a set of five guiding principles has been established:

- ✓ Put customers at the heart of everything we do;
- ✓ Provide services that are quality and give good value for money;
- ✓ Listen to customers and staff and learn from what we hear;
- ✓ Simplify and strengthen processes and share them with each other;
- ✓ Ensure every enquiry that can be resolved first time <u>is</u> resolved first time.

Using this model as a way of thinking about the delivery of council services, and to challenge traditional ways of organising and delivering those services, will enable a genuine transformation of Council operations and deliver the following benefits:

- • Meeting the financial challenge;
- • Improving customer service and experience;
- • Achieving genuine channel shift;
- • Increasing the flexibility of the workforce;
- • Rationalising the use of buildings;
- • Creating capacity for further improvements;
- • Creating a platform for alternative service delivery models.

The *'Dynamic Council'* approach is built up from using hierarchical layers which are further explained below.

<u>Project and Programme Management</u>
It is important that a project management approach is embedded across the organisation as it ensures that corporate priorities are successfully delivered whilst managing change in a smooth and structured way. This approach also enables the right people to be involved in projects at the right time, and controls costs, timings and quality.

Programme management is the delivery of a portfolio of projects and activities that are co-ordinated and managed as a unit such that they achieve outcomes and realise benefits for the whole organisation. It is this approach that will underpin the 'Dynamic Council' work programme.

<u>Digitalisation</u>
The Digital Strategy 2016-2019 was approved by Cabinet in September 2016 and is detailed in Appendix 2. It set out the Council's overarching strategic direction for its digital agenda i.e. to provide a focus, quicken the pace and enable a more joined up approach to continual digital improvements in technology. The vision is *"customers are able to access our services at any time, from any location and from any device."*

<u>Agile Working</u>
The Council's Agile Working Strategy is detailed in Appendix 3. The vision is *"to create a more responsive, efficient organisation which empowers its staff to work*

with maximum flexibility, which in turn will ultimately improve customer service and increase customer satisfaction."

It has a focus on four main strands of work: people, premises, processes, and paraphernalia. These are to be delivered via the working groups established for this purpose.

Demand Management
The Council's Demand Management Strategy is detailed in Appendix 4. The vision is *"to reduce excessive, avoidable, preventable and failure demand and focus the resources we have on value demand. We also want to slow down the rise in demand to levels that are manageable within the resources we will have available to us."*

Managing demand begins by recognising the root causes that create and drive demand, whilst at the same time understanding how people behave, and what they want, need and aspire to. This will be delivered via the working groups established for this purpose.

Commercialisation
The Council's Commercialisation Strategy is detailed in Appendix 5. The vision is *"to stimulate innovation, grow existing services and develop new business, and develop a commercial approach which generates a greater financial and social return that assists the Council's financial resilience and sustainability. This will enable the Council to safeguard and improve services, and more effectively deliver its corporate aims and objectives."*

It has a focus on four key areas of activity: strengthening the Council's commercial culture and capability; increasing income from Council services through trading, charging and investment; increasing external funding to the Council; and increasing capital and revenue income through housing development and economic/ employment growth. This will be delivered via the Working Groups established for this purpose.

Working Groups
A total of twelve Working Groups have been set up, each under the leadership of a Service Manager, to deliver specific elements of the *'Dynamic Council'*, but which will feed into one, if not more, of the four corporate themes of Digitalisation, Agile Working, Demand Management and Commercialisation. For information, the terms of reference for these groups are detailed in Appendix 6.

Governance
Each of the twelve project leads will report the progress of their Working Group to the Officer Programme Board established to steer, direct, and/or control delivery against the agreed terms of reference, timescales and milestones. The Officer Programme Board will consist of the Deputy Chief Executive and Director of Finance, the Director of Organisational Development and Democratic Services, and the Service Managers for Finance, Legal and Organisational Development.

Representatives from the Officer Programme Board will then report to the Corporate Programme Board on progress against the four corporate themes of Digitalisation, Agile Working, Demand Management and Commercialisation, receiving direction as necessary. The Corporate Programme Board will consist of the Leader and Deputy Leader of the Council, the Leader of the Opposition, and the Senior Leadership Team.

Alternative Options

The alternative option is to continue as we are. However, budget efficiencies will still need to be identified and implemented, and this could cause fragmentation of services across the Council if the budget reductions are not properly managed.

Financial Implications

There are no specific financial implications attributable to this report. However, the work of each of the 12 Working Groups may incur expenditure as well as generate income once work programmes and strategies have been identified.

Appendices

Appendix 1: *'Dynamic Council'* framework
Appendix 2: Digital Strategy 2016-2019
Appendix 3: Agile Working Strategy
Appendix 4: Demand Management Strategy
Appendix 5: Commercialisation Strategy
Appendix 6: Working groups terms of reference

Background Papers

None identified.

Recommendation

That Members:

1. Accept and approve the new *'Dynamic Council'* framework and authorise officers to develop and implement new processes and changes to deliver the Council's corporate objectives.
2. Note the Digital Strategy 2016-2019.
3. Accept and approve the Agile Working Strategy.
4. Accept and approve the Demand Management Strategy.
5. Accept and approve the Commercialisation Strategy.
6. Note the working groups terms of reference.

Reason for Recommendation

To ensure that the Council meets its upcoming financial challenges, and responds positively to advances in digital technology and customer service expectations. This

will be achieved by developing new and efficient working arrangements that will enable Gedling to be a self-financing Council by 2021/22.

DYNAMIC COUNCIL
PROGRAMME BOARD

OFFICER PROGRAMME BOARD

Fees and Charges Group		Asset Management Group	
Contract/Partnership Group	Sponsorship & Marketing		Constitution Group
Digital Programme Board		Accommodation Group	
Agile Working Group	Leisure Management		Customer Focus Group
Housing Development Group		Parks & Street Care Group	

DIGITALISATION

AGILE WORKING

DEMAND MANAGEMENT

COMMERCIALISATION

Project / Programme Management Approach

Budget Reduction Targets

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Digital Strategy 2016-2019

Context

The Gedling Plan 2016-19 sets out our aims to improve the lives of residents, support local business and provide high quality and excellent value services. A strong forward thinking digital strategy will be vital in making these aims a reality.

Digital technology has the potential to enable us and our partners to deliver services in a more efficient, productive and cost-effective way. All of our services are supported by a core IT infrastructure, however, to be better, digital technology needs to be fully embraced by services across the council and utilised effectively for our residents.

We want to be digital by choice. Residents that contact and interact with us online will do so easily. However, our traditional channels for example telephone and face to face will always be available contact options.

Whilst being mindful of the risk of cyber-crime we must not see this as a barrier to putting in place our digital plans. We will continue to improve and monitor our security measures and processes to protect customer and council data.

Why do we need a digital strategy?

We are already working with digital technology and encourage a digital approach where possible. However, to fully realise the benefits, we need to dramatically increase the scope and pace of our work. The strategy will support our strategic priorities and will have a central role in supporting the provision of high quality services on a tight budget.

The digital strategy sets out our aims. These are to:

- Provide services and information online in a user-friendly and inclusive way.

- Use technology to change the way traditional face-to-face services are delivered, enabling us to deliver effective and efficient services for our residents

- Create a digital council which is agile, mobile and using the most appropriate technologies to support service delivery

- Support the community to use digital technology and enable access to technology for those that do not have it

- Support our businesses to compete in the digital economy

- Use digital technologies to work with our partners to deliver mutually beneficial priority outcomes.

Priority areas

Our digital strategy focuses on four priority areas: Customer, Council, Community and Collaboration.

1. Customer - digital will be the channel of choice:

Where are we now?

Calls made to the contact centre are reducing and were just short of 200,000 for 2015/16. That compares with 240,000 for 2013/14 and 233k for 2014/15. Face to face activity is also steadily reducing and stands at 19,000 for 2015/16, compared to 22,500 for 2013/14 and 21,000 for 2014/15.

More people are paying online than ever before, 62,000 payment transactions were processed during 2015/16 of which 30% were online. Payments by cash and cheque are reducing significantly.

Use of the website continues to increase, with overall visits at 780,000 during 2015/16. Current website usage is evenly split between new and returning visitors. Just over half of the hits to the website originate from the Nottingham area.

Three quarters of hits to the website originate from search engines and referrals from other websites (for example Nottinghamshire County Council) as opposed to direct navigation from the home page. High level analysis of the most popular page views (representing 63% of all page views) shows Leisure pages at 40%, the Home Page at 16% Council Tax at 1%, Planning, Waste and Vacancies at 2%. There were 2.8 million page views during 2015/16.

The current website is a mixture of information and services. The site is ready for a complete change of design, concept and content. Whilst there are a number of really useful and well-used service features they are let down by the navigation of site. Some content is dated and not written in plain English. Not every part of the site is mobile friendly and, the site is designed for accessing content through a search engine like google, making it difficult to navigate.

The Keep Me Posted email subscription service has over 22,200 subscribers. This contributes to the overall channel shift by pro-actively delivering topic information chosen by subscribers, reducing avoidable contact with us.

Text messaging is a channel we are developing, using it to contact Council Tax customers whose payment is due. This has so far seen a reduction in the number of reminders issued by the courts and stopped some people from incurring fines.

Social media channels are actively used. Our Facebook and Twitter feed are corporately managed and there are separate feeds to support Leisure Services which are managed by that service area.

Socitm (the Society of Information Technology Management) conduct an annual survey of Local Authority websites. 44% of all council websites - 182 of 416 across the UK - provide a good or very good user experience based on navigation, searches and accessibility.

Our website was awarded an overall 3 star rating out of a maximum of 4. The average council rating of the same type is 2.1 stars. This is an improvement on the previous two years where our overall website rating was 1 star.

Our website was highly rated (3 or 4 Star) for its provision covering Waste and Recycling, Council Tax and for the tools for accessing content (navigation, search, and A-Z) and scored lower (1 or 2 Star) for Planning and Business.

The website was not considered to be totally responsive (mobile friendly) but was adequately accessible for people with disabilities.

What is our vision?

Interacting with us online is so easy, that it is our customers' channel of choice.

Customers are able to access our services at any time, from any location and from any device. Services are designed with a customer first approach and in line with central government's digital principles to ensure that they are easy to use, save time, save money and are continually adapted as things change.

Social media channels are used as customer services channels including webchats and improved online handling of queries.

The full potential of social media and webchat are exploited to interact instantaneously with customers.

Our traditional channels, for example, telephone and face to face are still available contact options.

What we need to do:

- A re-design of our website using data, Government guidelines and best practice to add more features, ensure that it is:
    - Easy to use
    - Accessible
    - Simple
    - Fully responsive (Mobile Friendly)
    - Fully transactional

- All social media channels are capable of dealing with customer services enquiries quickly and effectively.

- Expand the range of interactions that can be conducted online such as webchat.

2. Council – we will have the digital tools and skills required to deliver services effectively and efficiently:

Where are we now?

There is access to desktop office products and a variety of business solutions that are used to deliver functions. There are both front and back office systems that streamline the service processes. Online document management is in place in some areas. Remote and mobile working services are available. In summary, the day-to-day technology used by staff is good but much of the potential remains unrealised.

Revenues Services, which has been paperless for ten years, is a good example of where technology has been used in support of back office functions. Their use of electronic document management and workflow facilities has both improved processes and reduced cost.

What is our vision?

Our staff have skills and awareness to think and work digitally.

Our staff have access to the technology needed to deliver high quality and excellent value for money services.

Our Members work in a mobile and efficient way and have improved digital skills.

Technological solutions we invest in are used to their full potential.

Service areas actively identify opportunities and implement digital technology to improve the service planning process.

A corporate wide paperless approach is the norm.

Our staff engage in digital meetings and use technology to deal with administrative tasks.

While data protection will remain a vital pillar of our work, where possible, the data we store will be used more efficiently to improve our services.

What we need to do:

- A corporate digital team will be established to oversee the delivery of our digital programme.

- Create a digital first culture. The workforce must have the right motivation, skills and awareness to think digitally; put the customer at the centre of everything we do and, be able to be collaboratively and commercially responsive.

- Staff and Members must have the technology and the skills to use them. A review of the current hardware allocations is required and, service managers will need to continually review their line of business solutions and contribute to the digital agenda. When considering solutions, make sure that both front and back office requirements have been taken account of.

- All new digitally related purchases must be supported and deliver pre-defined digital outcomes.

- A baseline assessment of opportunities yet to be exploited from existing investments will be conducted.

- Our digital team will work with services to identify and deliver the digital strategy. Staff must have a pivotal role in this process.

- A corporate wide paperless approach will be encouraged with the move to an electronic document management including records management and document disposal.

3. Community - residents and businesses will have the digital skills and technology they need to enhance their lives and businesses:

Where are we now?

Without basic digital skills, residents are missing out on the opportunity to improve their lives. Not only are they unable to access our services in the easiest way possible, they risk isolation and exclusion from many things, from socialising to work and training opportunities.

Without basic digital skills businesses are missing out on their share of website sales and risk losing potential business. This might be because they can't be found online or are missing the opportunity to deliver a better, more efficient service to their customers.

The digital skills charity Go on UK has compiled a national picture of the level of digital exclusion. Their most recent assessment of the likelihood of digital exclusion in the Borough is assessed as medium, based on 4 metrics:-

- **Broadband performance** - 9.5% of households did not receive broadband speeds of at least 2 megabits per second
- **Internet access** - 10.8% of adults (over 16 year olds) had never been online, slightly lower than the national average of 11%

    o Nationally the groups that are most likely never to have ever used the internet are
      - Over 65 year olds (24% 65-74 year olds; 59.6% 75+ year olds)
      - Women (12.9%)
      - People with disabilities (28.4%)

- **Basic digital skills** - 77% of adults in the borough had all five basic digital skills compared to 77% nationally. Basic skills are divided into

    o Managing information – find, manage and store digital information and content
    o Communicating – Communicate, interact, collaborate, share and connect with others
    o Transacting – purchase and sell goods and services, organise finances, register for and use digital government services
    o Problem solving – increase independence and confidence by solving problems using digital tools and finding solutions
    o Creating – engage with communities and create basic digital content

- **Basic digital skills used** - 41% of adults had used all five basic skills

We are already supporting a programme to provide superfast broadband coverage to 95% of the population by December 2017. This initiative includes options to provide superfast coverage to the hardest to reach parts of the UK, the encouragement of take up of superfast broadband by SMEs and the improvement of mobile coverage in remote areas.

Wi-Fi access is provided at the civic centre and the leisure centres. Self-serve internet access PC's are available for use at the civic centre. If required, staff are on hand to assist people with using the internet and accessing council services digitally.

Our website incorporates facilities for businesses to use but not in a joined up way. That makes it difficult and frustrating for businesses to interact with us. There are facilities provided through gov.uk for certain types of online licence applications. It is possible for businesses to make payments using our website.

What is our vision?

All of our residents and businesses are able to quickly and easily access digital technology and the internet throughout the borough. They are equipped with the digital skills required to improve their lives. We are perceived as a digital authority, gaining a reputation for the council and the borough as being a hub of digital technology.

Businesses have speedy and efficient access to business related activity, for example, economic development, trading licences and permits, food hygiene and safety and business rates.

What we need to do:

- Use social media to raise the awareness of the facilities available on our website for the community generally. Consider how social media and the Keep Me Posted email newsletter can help when interacting with businesses.

- In conjunction with our partners, engage with customers and business to help them to improve their digital skills.

- Consider the viability and need for more Wi-Fi coverage across the borough.

- In partnership if possible, increase the number of self-serve internet access points with appropriate staff support and guidance.

- Create a dedicated area of the website that will give businesses efficient access to services and information.

4. Collaboration - using technology as a means of engagement when dealing with complex issues:

Where are we now?

Consultation and collaboration takes place using traditional methods.

Established partnerships are in place with other public bodies including: the Police, Job Centre Plus and the NHS.

Some data sharing protocols are in place.

What is our vision?

Residents and local business are at the heart of decision making and are consulted with online.

Where there is a crossover of service, tools are in place for a single contact that residents can use.

We facilitate conversations online. This approach was recently demonstrated by comms2.0 (https://storify.com/NeilKnighton/local-govt-social-media) which held a twitter talk, to discuss 'good social media'. They provided a platform for users from across the country to share ideas and build relationships.

What we need to do:

- Continue to use social media to inform, consult, involve and collaborate. Partner's respective individual social media presence will complement each other's leading to the potential of an online hub to bring communities together and supporting each other to widen the reach.

- Recognising data protection and IT security requirements, we will review data sharing processes to facilitate simple and secure data sharing with our partners where agreed and appropriate, allowing for a far better picture of multi-disciplinary issues.

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Agile Working Strategy

Context

In recent years, the Council has faced the largest reductions in funding from Central Government in living memory and we expect even more to come. Over the period 2011/12 to 2015/16 we faced government grant reductions (including the New Homes Bonus) of £1.9 million with a further grant reduction of £3.5 million expected over the period 2016/17 to 2019/20. The grant reductions have occurred at a time of increasing demand for our services, so the Council is faced with the need to do more with less. Agile working presents an opportunity to meet this challenge.

Against the back drop of a reduction in funding the Council's workforce has reduced from 593 employees in 2011 to around 500 in 2017.

The 'digital revolution' is transforming the way that many people live their lives, from the way they purchase goods and services to the way they communicate with others and this trend will continue. Ofcom reports that:

• 81% of adults in the UK have broadband (fixed & mobile) (Q1 2016)

• There were 9.2 million superfast fixed broadband lines at the end of 2015

• 93% of adults personally own/use a mobile phone in the UK (Q1 2016)

• 71% of UK adults have a smartphone (Q1 2016)

• 66% of people use their mobile handset to access the internet (Q1 2016)

Recognising its importance, broadband access has been described as the 'fourth utility' and there has been significant government investment in rolling out superfast broadband to those areas of the UK where commercial roll-out is not economically viable.

Where are we now?

Currently just under half the workforce are predominantly office based at the Civic Centre or Jubilee Depot site; the rest work in our leisure centres, community centres, parks or across the borough. The vast majority of office based staff have their own individual desks with a desktop pc and fixed telephone. There is access to desktop office products and a variety of business solutions. There are both front and back office systems that streamline the service processes and online document management is in place in some areas. Mobile devices (laptops, tablets, mobile phones) have, in the past, been issued in response to individual requests but are

actively being rolled out, initially to Senior Leadership Team and now to Service Managers. In summary, the day-today technology used by staff is good but much of the potential remains unrealised. The Council's Digital Strategy 2016/19 approved in September 2016 contains a number of actions to address this gap.

As the workforce has reduced, the Council has taken active steps to release office accommodation and co-locate with partners. Arnot Hill House is exclusively let to partners, including the MP for Gedling, Nottinghamshire Police and Crime Commissioner and the Registrar's office; the Civic Centre is shared with the DWP and Nottingham North and East CCG, and soon Jubilee House will be home to not only EMAS but also Nottinghamshire Police. This has enabled the Council to not only reduce its own accommodation costs but also generate rental income in of £210,000 per year.

There are examples of flexible working patterns across the Council, but generally these are determined on a case by case basis in response to individual employee requests. The culture of the organisation is such that employees are expected to be in the office and working during usual office opening hours. Flexibility in working patterns and working place is not embedded within the organisation or culturally viewed as the 'norm'.

The decision making structure remains much the same as that agreed following the introduction of the executive arrangements in 2000. Whilst some parts of the Constitution have been reviewed and amended over recent years, including the Proper Officer provisions, Contract Standing Orders, Members' Code of Conduct, Members' Allowances Scheme and Executive scheme of delegation, there has not been a systematic review of the whole document to ensure that it is fit for purpose for the modern day council.

What are our drivers for change?

- Saving money and creating efficiency
- Advances in technology mean that there are new ways to connect with colleagues and customers quicker and in different ways.
- Improving customer service and meeting customer need

What is our vision?

We want to create a more responsive, efficient organisation which empowers its staff to work with maximum flexibility, which in turn will ultimately improve customer service and increase customer satisfaction.

Whilst many organisations simply describe agile working in the context of flexible and mobile working we want to go further than this and create a Council which moves nimbly with speed and ease in its processes and decision making.

We want to be a Council where:

- We provide services to our customers in a way they want when they want
- Mobile and flexible working is enabled not enforced
- Flexibility in working patterns is the norm rather than the exception
- Technology is used to its full potential
- A paperlite approach is the norm
- Day to day routine decisions are made at the lowest level possible. Officers are empowered to make decisions that affect day to day operations whilst Senior Leadership Team and Members focus on decisions which set the Council's strategic direction
- There is a high level of trust across the organisation where output is valued more than visibility and we measure success by results rather than time spent in the office
- Our office accommodation is rationalised and workspace used more efficiently and there is an increased level of occupancy by partners

How will we do this?

Achieving our vision will require a cultural change across the Council and this change will be driven from the top.

Clear Leadership is critical to the success of agile working. Senior Leadership Team and Service Managers will set an example with their own approach to agile working and will support and celebrate effective agile working across the Council.

A number of working groups led by Service Managers will be established to oversee the delivery of our agile working programme. There are 4 main strands of work:

- People
- Premises
- Processes
- Paraphernalia

The work is not mutually exclusive and the working groups will work together to deliver the overall strategy.

People

There are different ways in which agile working can be undertaken and are dependent on the demands and needs of the Council.

Through our Agile Working Group:

- In consultation, we will identify which posts are suitable for agile or flexible working using the following categories:-
    - o Fully Agile Worker – an employee that spends much of their time working out in the community and does not need to undertake their duties in an office environment
    - o Flexible Worker – an employee that spends most of their time working in an office environment although could work from other sites or occasionally work from home
    - o Fixed Worker – an employee that is at a fixed location for the majority of their time and unable to undertake their duties outside of that location
- We will Review HR policies and ICT policies to enable agile and flexible workers to work differently and ensure clear H&S policies are in place.

Initially we will pilot a service area and use that experience to role model and case study rather than rolling out agile and flexible working on a blanket basis.

In recognition of some personal circumstances, the Council will adopt a flexible approach to staff needs and requirements, however the nature of the job and the business needs of the Council will ultimately determine the approach to be taken.

Premises

Following the assessment of flexible/agile worker status, we will plan and design our accommodation in a strategic and systematic way in order to minimise disruption to staff and make the best use of our office space now and for the future.

Through the Accommodation Group, we will conduct a review of the Council's office accommodation which focusses on:

- o Building opening times/customer access 24/7 by digital means.
- o Minimising the amount of office space occupied by the Council's workforce
- o Maximising the amount of office space which is available to be rented to partners
- o Identifying which partners we would wish to co-locate with.
- o Provision of flexible space, with generic and transferable 'workstations'.
- o Consideration of 'touchdown' space outside of Arnold Town Centre.

Processes

Through the Constitution Review Group, we will conduct a thorough review of the Constitution such that it more suitably reflects our modernisation/transformation agenda. In particular we will ensure that it:

- o enables decisions to be made with speed and ease whilst ensuring compliance with the law
- o empowers officers to make decisions that affect day to day operations.

Paraphernalia

Through the Digital Programme Board, we will continue to implement the Digital Strategy to ensure that:

- o Our staff have skills and awareness to think and work digitally
- o Our staff have access to the technology needed to deliver high quality and excellent value for money services
- o A corporate wide paper-lite approach is the norm with a full scanning and electronic storage approach.

What benefits do we expect to see?

We expect to see the following benefits:

- Improved services to residents

- Increased productivity

- Enhanced employee satisfaction

- Reduced commuting time and business travel claims

- Reduced sickness and rates of casual absenteeism

- Reduced accommodation costs and an increase in rental income

- Increased employment opportunities for those who may not be able to or wish to work a normal working day

- Ability to attract and retain the best staff

- Improved decision making

- Fully e-enabled customer approach where appropriate

- Focus on delivery and outcomes

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Demand Management Strategy

Context

In recent years, the Council has faced the largest reductions in funding from Central Government in living memory and we expect even more to come. Over the period 2011/12 to 2015/16 we faced government grant reductions (including the New Homes Bonus) of £1.9 million with a further grant reduction of £3.5 million expected over the period 2016/17 to 2019/20.

Against the back drop of a reduction in funding the Council's workforce has reduced from 593 employees in 2011 to around 500 in 2017. We expect to see a further reduction in employees in the future.

Despite the reduction resources and staffing, demand on the Council continues to increase. This is not only as a result of an increase in requests for service but also due to rising customer expectations.

According to projections it is estimated that the population of the Borough will increase from just under 116,000 to 125,000 in 2026 and will be 133,000 by 2039. We also expect the number of households to increase from 52,000 to 60,000 by 2039. A growth in population and households will directly impact on the demand placed on the Council.

So the Council is faced with the need to do more with less. Demand management presents an opportunity to meet this challenge.

What are our drivers for change?

- Saving money and creating efficiency

- Improving customer service and meeting customer need

- Advances in technology mean that there are new ways to connect with colleagues and customers quicker and in different ways

What is demand management?

Demand Management is about ensuring the right service reaches the right customer when and where they need it, for the best cost. By doing this we improve the customer experience, while reducing duplication and abortive work, saving on unnecessary costs.

What do we mean by 'demand'?

Value demand. Demand arises when customers turn to the council to fulfil a need. This could be something simple such as reporting fly-tipping to the council, or paying a council tax bill. Not all demand is bad. As a council we are here to 'serve people and improve lives' and demand on us to do this is good demand – it is demand that has value. Value demand can also arise when customers ask the Council to provide new or existing services from which an income can be generated. Value demand is demand the Council wishes to encourage.

However, there are different types of demand that the council inadvertently creates which can be managed more effectively.

Demand which is avoidable. This is a need that can be better met by other means or channels. For example, enabling customers to easily report fly-tipping via their smartphone rather than having to call or email the council, or by providing clear information on the website so they don't need to contact us.

Demand which is preventable. This is when things could have been done earlier which would have prevented the need arising in the first place. For instance, not dealing with an issue at the first point of contact meaning the customer has to make further contact or complains. It is also when we make decisions then change our minds or don't say no when we need to, which creates duplication or abortive work.

Demand which arises from failure. This is when demand is caused by the very system designed to respond to demand in the first place. For example a Service sending out poorly worded letters resulting in a high volume of customers calling the contact centre to clarify or complain. Similarly, a Service sending out letters to customers without liaising with the contact centre first prevents the contact centre from planning ahead for a potential influx of phone calls which would enable them to better manage this demand.

Demand which is excessive. This is where the council is providing more than is needed or inadvertently creates demand through dependency.

What is our vision?

We want to reduce excessive, avoidable, preventable and failure demand and focus the resources we have on value demand. We also want to slow down the rise in demand to levels that are manageable within the resources we will have available to us.

How will we do this?

Managing demand begins by recognising the root causes that create and drive demand. The behaviours, expectations and default actions of both customers and the Council can magnify and multiply demand. Any attempt to manage demand and improve outcomes, must be based on an understanding of how people – both those using and delivering services – behave, and what they want, need and aspire to.

In order to identify excessive, avoidable, preventable and failure demand and areas for improvement, we will conduct a programme of Demand Management reviews which focus on improving processes from a customer perspective and reducing duplication and fragmentation.

Through our Customer Focus Group we will:

- gather and actively use customer feedback (including complaints) in a consistent, systematic and effective way

- utilise insight so that we are able to better understand our customers and change the way they interact with us

- review the wording of standard correspondence sent to customers

   o to ensure that we do not create failure demand
   o to 'nudge' customers into thinking and behaving differently in order to reduce bad demand

Through the Digital Programme Board we will continue to implement the Digital Strategy, to ensure that:

- Our website is redesigned using data, Government guidelines and best practice to add more features, so that it is:
  - Easy to use
  - Accessible
  - Simple
  - Fully responsive (Mobile Friendly)
  - Fully transactional
- All social media channels are capable of dealing with customer services enquiries quickly and effectively
- We expand the range of interactions that can be conducted online
- We exploit all opportunities from existing investments

It is important that we not only look at demand from our external customers but also look at demand we place on each other. We will therefore also reduce demand within the Council by:

- Ensuring staff have the right training
- Publishing and sharing information on an improved intranet
- Introducing a corporate project management process so that projects are managed in a consistent, systematic and effective way

What benefits do we expect to see?

It is important that we manage our demand so that we can reduce excessive, avoidable, preventable and failure demand to a minimum to enable us to focus on value demand. Benefits of managing demand are:

- Delivering better customer service

- Targeting support and services to where they are most needed

- Developing and empowering customers to serve themselves

- Saving money through operational and financial efficiencies

- Enabling the council to cope with increased value demand without necessarily requiring an increase in resources

- Removing duplication and abortive work

- An opportunity to develop the skills and knowledge of the workforce.

Commercialisation Strategy

Context

In recent years, the Council has faced the largest reductions in funding from Central Government in living memory and we expect even more to come. Over the period 2011/12 to 2015/16 we faced government grant reductions (Including the New Homes Bonus) of £1.9 million with a further grant reduction of £3.5 million expected over the period 2016/17 to 2019/20. The grant reductions have occurred at a time of increasing demand for our services, so the Council is faced with the need to do more with less. A commercial approach presents an opportunity to meet this challenge by optimising returns from new and existing income generation activities which will protect the delivery of frontline services.

Where are we now?

Over the last 5 years, through a combination of budget cuts, service reviews and restructures the Council has significantly reduced its expenditure whilst protecting frontline services. As the challenging financial climate continues, further innovation is required and this strategy sets out the Council's ambitions to adopt a commercial ethos, develop and grow business initiatives, and maximise the return from our chargeable / discretionary services.

The Council is ambitious to grow in this area but recognises achieving a commercial return is not easy, and appropriate skills, capacity and internal development will be required to deliver it.

So far, the Council has entered into limited shared service arrangements, but in the main most service areas adopt a traditional local authority approach to operations.

What are our drivers for change?

- Requirement to explore all options to address the significant reductions in funding and deliver a sustainable Medium Term Financial Plan.
- Political aspiration to increase innovation and entrepreneurialism.
- Improving customer service and meeting customer need through advances in technology and channel shift.
- Linkages to the other key strategic Council themes of digitalisation, agile working and demand management.
- Other Councils are doing it, and doing it well.

What is our vision?

We want to stimulate innovation, grow existing services and develop new business, and develop a commercial approach which generates a greater financial and social return that assists the Council's financial resilience and sustainability. This will enable the Council to safeguard and improve services, and more effectively deliver its corporate aims and objectives.

How will we do this?

The Localism Act 2011 provided a catalyst for councils to become more enterprising and commercial in their activities, subject to some constraints. A key consideration for any business is which markets to enter, what products and services to take to market, and how to position them. The Council recognises the need to be both bold and innovative in any new ventures, but wishes to ensure a social dimension is retained in any commercial activities. Accordingly, the following will be considered more favourably when evaluating what activities to pursue:

- Where investments assist in both regenerating the area and delivering a financial return.
- Where there is a gap in the market unfilled by the private sector.
- Where the impact on local businesses within Gedling would be minimised.
- Where our reputation with residents, local businesses, our colleagues, local government sector, and our partners would be enhanced.

To achieve our commercial ambitions the Council will focus on four key areas of activity:

1. Strengthening the Council's commercial culture and capability.
2. Increasing income from Council services through trading, charging and investment.
3. Increasing external funding to the Council.
4. Increasing capital and revenue income through housing development and economic / employment growth.

1. Strengthening the Council's Commercial Culture and Capability

The Council will:

> - Identify a lead Member for Commercialisation and hold Commercial Plan workshops with Members, if required.
> - Hold money saving / income generation sessions with officers.
> - Develop a clear governance framework that is proportionate and fit for purpose and includes the adoption of a project / programme management approach, overseen by a Corporate Programme Board that includes Member representation.
> - Refresh the approach to risk management by reviewing the existing policies, procedures and strategy to focus on corporate, directorate, team and project risks and mitigation measures.
> - Implement a framework for the development of new business proposals which ensures robust business cases and business plans.
> - Adopt a robust approach to contract management by identifying agreed performance criteria and associated penalty clauses.
> - Explore options for appropriate branding of trading services.
> - Develop the commercial skills of the workforce through appropriate training and development.
> - Acquire specialist skills and capacity to support the implementation of new service delivery models, as appropriate.
> - Seek to collect income in advance wherever possible.

2. Increasing Income from Council Services through Trading, Charging and Investment

The Council will:

- ➢ Review the trading and income potential of all services.
- ➢ Deliver a prioritised programme of business case development for commercial projects and initiatives.
- ➢ Develop a systematic approach to customer insight, market analysis and horizon scanning for business opportunities.
- ➢ Establish effective financial systems to help manage the direct and indirect costs of alternative service delivery models, as appropriate.
- ➢ Establish appropriate charging policies that balance the need for full-cost recovery against market sensitivity and customers' ability to pay, whilst remaining within the legal framework.
- ➢ Market its services to both domestic and business customers.

3. Increasing External Funding to the Council

The Council will:

- ➢ Develop a number of strategic projects that can secure external funding.
- ➢ Establish an approach for encouraging and approving external funding bids which align with the priorities of the Council.
- ➢ Develop and influence networks to maximise opportunities and success in securing external funding.
- ➢ Maximise the leverage from the Council's external funding activities.
- ➢ Seek sponsorship for and advertising on Council-owned assets.
- ➢ Explore alternative capital financing options.

4. Increasing Capital and Revenue Income through Housing Development and Economic / Employment Growth

The Council will:

- ➢ Develop and deliver a land and property programme to add value and diversify the Council's property portfolio to generate financial and social returns.
- ➢ Strengthen the Council's approach to estate management by utilising a consistent approach to maximising rental income and returns on investment.
- ➢ Identify small plots of land that have a maintenance liability for the Council and actively seek disposal or alternative uses.
- ➢ Review options for housing development and returning empty properties back into use.
- ➢ Stimulate business growth and investment by adopting an economic growth strategy for the borough which will optimise business rates income for the Council.

Through our Fees and Charges Group we will:

- - Achieve an increased income target of £420k by 2020/21.
- - Review all discretionary fees and charges for suitability.
- - Assess cost drivers i.e. should a service be subsidised, recover costs, or make a profit.

- Identify where and how we can increase volumes and take-up of service.
- Put in place mechanisms to collect payments in advance wherever possible.
- Consider benchmarking information.
- Develop and secure adoption of a corporate charging policy, which includes clear direction on the use of concessions and discounts.

Through our Asset Management Group we will:

- Identify small surplus assets and determine whether to invest, partner or dispose.
- Assess large areas of land in council ownership and determine future use/sale programme.
- Engage in property development by identifying areas of land in council ownership that are suitable for development for commercial return.
- Identify land and/or buildings in private ownership that can be brought into the Council's ownership and built upon/refurbished for commercial return.
- Achieve a financial sales target of £xxx by 2020/21.

Through our Contract / Partnerships Management Group we will:

- Identify major contracts across the Council and determine any performance criteria and penalty clauses that the service needs to monitor on a regular basis.
- Develop the electronic contract register, which includes the information to be published in compliance with the Local Government Transparency Code, in conjunction with the procurement team and determine the most appropriate methodology for keeping it up to date.
- Review the partnerships register and determine any performance criteria and/or governance issues that need to be addressed.
- Identify the outcomes, risks and value to the Council from any partnership arrangements and determine whether the Council should continue with those arrangements and if so who is the most appropriate officer/member to represent the Council at those meetings.
- Review the payments made to 3rd /voluntary sector and determine the value of those arrangements to the Council.

Through our Sponsorship and Marketing Group we will:

- Develop and secure the adoption of a marketing strategy, which outlines the Council's position on advertising and sponsorship.
- Identify an appropriate corporate brand for traded services.
- Identify internal capacity and determine which services to market.
- Determine the Council's 'USP' for each service area and identify the most appropriate markets to be targeted.
- Produce a sales/marketing brochure for both domestic and business customers.

- Identify appropriate partners that we engage with to sponsor or advertise on council assets e.g. car parks, vehicles, etc
- In accordance with the agreed Fees and Charges Policy, develop pricing strategies and determine discounts, offers etc in respect of specific services that will generate additional business for the council.

Through our Leisure Management Group we will:

- Determine the most appropriate supply of leisure facilities and the investment required.
- Gain a good understanding of and ensure that consideration is given to contractual arrangements with current sites e.g. joint use agreements.
- Determine the most appropriate operating model moving forward.
- Achieve a financial target of £550k by 2020/21 i.e. a break-even position as a minimum.

Through our Housing Development Group we will:

- Determine options for housing development and delivery in terms of what outcomes the Council is aiming for e.g. affordable housing, build for rent, build for sale, mixture etc.
- Develop an internal housing strategy.
- Identify linkages, if any, with homelessness/social care provision.
- Engage with landlords to determine housing supply.
- Engage with developers to determine options for partnership and/or delivery of new housing.
- Determine the most appropriate operating model moving forward.
- Achieve a financial target of £200k by 2020/21.
- Gain an understanding of any barriers to development.

Through our Parks and Street Care Group we will:

- Consider alternative delivery models and prepare an appropriate options appraisal and business case.
- Determine the most appropriate operating model moving forward.
- If the favoured option is a local authority trading company:
    o Determine which of the current services to include.
    o Consider alternatives to staffing terms and conditions e.g. annualised hours, profit share etc.
    o Achieve a financial target of £xxx by 2020/21.
    o Determine the viability of new service offerings e.g. tarmac drives, kerb dropping, tree work, pest control, drain jetting, treating Japanese knotweed etc.
- Prepare a business case for the introduction of a pet cremation and ashes burial service.

What benefits do we expect to see?

The Council has a wealth of highly skilled and committed employees, and they will be a source of numerous good ideas to support this agenda. It is important that these are considered and harnessed appropriately.

The benefits attributable to a move to commercialisation are:

- A tangible contribution to the delivery of a sustainable Medium Term Financial Plan.
- A change in emphasis within the Council in terms of commercialism and entrepreneurship.
- A different approach to risk i.e. awareness not avoidance.
- Adopting a new approach to marketing and flexible pricing strategies.
- Being open to all ideas from everyone, and recognising not every idea will work.
- Pursuing a return on investment, rather than simply turnover.
- Being prepared to invest now for a return in the future.
- Services that know their market, and where they and their competitors are within that market.
- A commercially skilled workforce.
- Acquisition of specialist skills and capacity, providing the opportunity to learn for our own staff.
- Development of new and existing income streams.
- Gaining an appreciation of our customers through improved customer service processes and building proactive and sustainable relationships.
- A focus on delivery, reputation and outcomes.

TERMS OF REFERENCE FOR THE DELIVERING A DYNAMIC COUNCIL WORKING GROUPS

Fees and Charges Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Achieve an increased income target of £420k by 2020/21.
- Review all discretionary fees and charges for suitability.
- Assess cost drivers i.e. should a service be subsidised, recover costs, or make a profit.
- Identify where and how we can increase volumes and take-up of service.
- Put in place mechanisms to collect payments in advance wherever possible.
- Consider benchmarking information.
- Develop and secure adoption of a corporate charging policy, which includes clear direction on the use of concessions and discounts.

Asset Management Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Identify small surplus assets and determine whether to invest, partner or dispose.
- Assess large areas of land in council ownership and determine future use/sale programme.
- Engage in property development by identifying areas of land in council ownership that are suitable for development for commercial return.
- Identify land and/or buildings in private ownership that can be brought into the Council's ownership and built upon/refurbished for commercial return.
- Achieve a financial sales target of £xxx by 2020/21.

Contract / Partnerships Management Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Identify major contracts across the Council and determine any performance criteria and penalty clauses that the service needs to monitor on a regular basis.
- Develop the electronic contract register, which includes the information to be published in compliance with the Local Government Transparency Code, in conjunction with the procurement team and determine the most appropriate methodology for keeping it up to date.
- Review the partnerships register and determine any performance criteria and/or governance issues that need to be addressed.

- Identify the outcomes, risks and value to the Council from any partnership arrangements and determine whether the Council should continue with those arrangements and if so who is the most appropriate officer/member to represent the Council at those meetings.
- Review the payments made to 3rd /voluntary sector and determine the value of those arrangements to the Council.

Sponsorship and Marketing Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Develop and secure the adoption of a marketing strategy, which outlines the Council's position on advertising and sponsorship.
- Identify an appropriate corporate brand for traded services.
- Identify internal capacity and determine which services to market.
- Determine the Council's 'USP' for each service area and identify the most appropriate markets to be targeted.
- Produce a sales/marketing brochure for both domestic and business customers.
- Identify appropriate partners that we engage with to sponsor or advertise on council assets e.g. car parks, vehicles, etc
- In accordance with the agreed Fees and Charges Policy, develop pricing strategies and determine discounts, offers etc in respect of specific services that will generate additional business for the council.

Constitution Group

- Play a key role in the successful delivery of the Demand Management Strategy.
- Conduct a thorough review of the Constitution such that it more suitably reflects our modernisation / transformation agenda.
- In particular we will ensure that it:
    o enables decisions to be made with speed and ease whilst ensuring compliance with the law.
    o empowers officers to make decisions that affect day to day operations.

Digital Programme Board

- Play a key role in the successful delivery of the Digital Strategy.
- Ensure the ongoing overall alignment of the programme to the strategic direction as set out within the digital strategy.
- Monitor the progress of the overall programme.
- Monitor arising risks for the programme and agree mitigation.

- Coordinate allocated project resources and resolve conflicting resource demands.
- Prioritise and authorise individual projects in the Programme.
- Authorise financial commitments within the existing procedures and defined budgets.
- Be responsible for the communication plan.
- Monitor anticipated benefits realisation.

Accommodation Group

- Play a key role in the successful delivery of the Agile Working Strategy.
- Conduct a review of the Council's office accommodation which focusses on:
    o Building opening times/customer access 24/7 by digital means.
    o Minimising the amount of office space occupied by the Council's workforce.
    o Maximising the amount of office space which is available to be rented to partners.
    o Identifying which partners we would wish to co-locate with.
    o Provision of flexible space, with generic and transferable 'workstations'.
    o Consideration of 'touchdown' space outside of Arnold Town Centre.
    o Achieve an additional rental income target of £30k by 2020/21.

Agile Working Group

- Play a key role in the successful delivery of the Agile Working Strategy.
- In consultation, will identify which posts are suitable for agile or flexible working using the following categories:
    o Fully Agile Worker – an employee that spends much of their time working out in the community and does not need to undertake their duties in an office environment
    o Flexible Worker – an employee that spends most of their time working in an office environment although could work from other sites or occasionally work from home
    o Fixed Worker – an employee that is at a fixed location for the majority of their time and unable to undertake their duties outside of that location
- Review HR policies and ICT policies to enable agile and flexible workers to work differently and ensure clear H&S policies are in place.

<u>Leisure Management Group</u>

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Determine the most appropriate supply of leisure facilities and the investment required.
- Gain a good understanding of and ensure that consideration is given to contractual arrangements with current sites e.g. joint use agreements.
- Determine the most appropriate operating model moving forward.
- Achieve a financial target of £550k by 2020/21 i.e. a break-even position as a minimum.

<u>Customer Focus Group</u>

- Play a key role in the successful delivery of the Demand Management Strategy.
- Gather and actively use customer feedback (including complaints) in a consistent, systematic and effective way.
- Utilise insight so that we are able to better understand our customers and change the way they interact with us.
- Review the wording of standard correspondence sent to customers:
    - o To ensure that we do not create failure demand.
    - o To 'nudge' customers into thinking and behaving differently in order to reduce bad demand.

<u>Housing Development Group</u>

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Determine options for housing development and delivery in terms of what outcomes the Council is aiming for e.g. affordable housing, build for rent, build for sale, mixture etc.
- Develop an internal housing strategy.
- Identify linkages, if any, with homelessness/social care provision.
- Engage with landlords to determine housing supply.
- Engage with developers to determine options for partnership and/or delivery of new housing.
- Determine the most appropriate operating model moving forward.
- Achieve a financial target of £200k by 2020/21.
- Gain an understanding of any barriers to development.

Parks and Street Care Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Consider alternative delivery models and prepare an appropriate options appraisal and business case.
- Determine the most appropriate operating model moving forward.
- If the favoured option is a local authority trading company:
  o Determine which of the current services to include.
  o Consider alternatives to staffing terms and conditions e.g. annualised hours, profit share etc.
  o Achieve a financial target of £xxx by 2020/21.
  o Determine the viability of new service offerings e.g. tarmac drives, kerb dropping, tree work, pest control, drain jetting, treating Japanese knotweed etc.
- Prepare a business case for the introduction of a pet cremation and ashes burial service.

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Report to Cabinet

Subject: **Business Rates Briefing**

Date: **12th October 2017**

Author: **Revenues Manager**

Wards Affected

All

Purpose

This report is to inform Cabinet of the recent changes to the business rates system in England and Wales, and to outline the future plans to maximise business rates income.

Key Decision

This is not a key decision.

Background

1.1   National Non-Domestic Rates, commonly known as business rates, is a national form of taxation levied on properties used for business purposes. This form of taxation has a national element in that it is levied centrally, and a local element in that it is collected locally.

1.2   In the past, this tax was collected locally and 100% was sent to the government for redistribution to local authorities via the Revenue Support Grant mechanism. This system ended on 31 March 2013.

Localism Act 2011

1.3   The Localism Act 2011 introduced changes effective from 1 April 2013 which allowed 50% of the business rates receipt to be retained locally and 50% to be pooled nationally. However, this was due to change by 2020 when 100% of business rates receipt was expected to be retained locally.

1.4 Of the 50% retained locally, Gedling Borough Council retains 40%, and distributes 9% to Nottinghamshire County Council and 1% to Nottinghamshire Fire Authority.

1.5 Gedling Borough Council expects to collect around £23m in the financial year 2017/18. Under the current arrangements, this means that approximately £11.5m will be sent to the government, £2.07m to Nottinghamshire County Council, £0.23m to Nottinghamshire Fire Authority and £9.2m will be retained by Gedling Borough Council.

1.6 The £9.2m retained by the Council is subject to a tariff which is payable to the Nottinghamshire business rates Pool. The tariff amount is approximately £5.5m and is designed to ensure fair distribution of resources and is used to support local authorities which would otherwise receive less than their baseline funding level in business rates income e.g. the upper tier councils such as counties.

Revaluation 2017

1.7 Every five years, the Valuation Office undertakes a revaluation of all rateable values in order to ensure the fair distribution of the tax burden. The latest such revaluation took effect from 1 April 2017.

1.8 The effect of the revaluation is that some rateable values increase, and some decrease. Those businesses that see a large increase in their rates bills following a revaluation are supported by a transitional relief scheme and those who see a large decrease in their rates bills are further taxed by a transitional surcharge.

Budget March 2017

1.9 The Chancellor of the Exchequer announced in his spring budget on 8 March 2017 that the Government will provide three new reliefs to certain business types to assist with the alterations to their bills.

1.10 The first is a relief from business rates to those ratepayers facing large increases as a result of the loss of 'small business rates relief' or 'rural rates relief' due to the revaluation. This relief will apply from 2017/18 until 2021/22. This relief is known as "supporting small businesses relief".

1.11 The second is a relief from business rates to businesses facing the steepest increase as a result of the 2017 revaluation. This scheme is to be administered at the discretion of the Council up to certain funding limits. Any such relief would be granted from 2017/18 until 2020/21 on a scale steadily decreasing each year. This relief is known as "local discretionary relief".

1.12 The last is a relief which does not seem to be a response to the revaluation, rather a relief to target a certain industry. The government has provided for a one off relief payment of up to £1,000 to pubs with a rateable value below a specific level in 2017/18. This relief is known as "pub relief".

1.13 All of the schemes described above are to be fully funded by government. They have now been implemented and revised bills sent to affected businesses. The Council is expected to administer these reliefs under its existing powers to grant discretionary relief.

<u>Queen's Speech June 2017</u>

1.14 Through the Local Government Finance Bill, the previous government was seeking to legislate for the 100% retention of business rates by local authorities, beginning in the 2019/20 financial year. This was to form part of a radical strategy to phase out central government grant and make local authorities more financially self-reliant. However, since the General Election, there has been uncertainty over the future of local government finance reform under the new government. This was highlighted by the fact that there was no mention of a Local Government Finance Bill in the Queen's Speech on 21 June 2017.

<u>Appeals</u>

1.15 The amount of business rates that an organisation has to pay is broadly based on its rateable value. This is a figure calculated by the Valuation Office (VOA) which equates to the annual rent the organisation's property could realise on the open market. Using a multiplier set by the government, the rateable value is used to calculate the rates payable.

1.16 This rateable value can be appealed by the ratepayer and the result of any such appeal may mean an increase or decrease to the rateable value. Commonly, organisations appoint rating agents, usually chartered surveyors, to appeal on their behalf. This means that generally, only appeals which would result in a *reduction* in rateable value are made to the VOA.

1.17 The net effect of any reduction in rateable value is a reduction in rates payable and consequently, a reduction in the rates yield for the Council. The amount of reduction at any given time is very difficult to predict but the Council is informed periodically by the VOA how much rateable value is under appeal.

1.18 The total rateable value for the Borough of Gedling currently stands at circa £58.5m. At any given time, approximately 22% of this rateable value can be under appeal. The consequence of these appeals is that the Council can never know exactly how much will be yielded from the business rates, nor how much the business rates yield may decrease in the future. This creates uncertainty in the Council's rates income and is entirely out of the Council's control.

<u>Property Inspections</u>

1.19 The Revenues Services team currently uses a software product called "Analyse Local" which searches for new rateable value by using aerial photography analysis and web search data.

1.20   The aim of this search service is to increase the Council's yield by identifying new rateable property, or enhancements to existing properties in the Borough. This service has been utilised by the Council since August 2016 and has so far generated an increase in rates yield of circa £192k.

1.21   The limit to this service is that no physical inspection of any property is undertaken. Comparison testing has shown that physical property inspections can generate significant increases in rates yield.

<u>Future Plans</u>

1.22   The service is currently considering the creation of a new Property Inspector role within the Revenues Services team, specifically designed to maximise the income generated from business rates and to minimise the impact of appeals on the Council's overall rates yield. This will complement the work already being undertaken by "Analyse Local".

Proposal

2.1   That the update on business rates be noted.

Alternative Options

3.1   This report is to note and therefore there are no alternative options. However, the alternative to the future plans would be to simply continue as we are now i.e. without making any physical inspection of business property. This would significantly increase the risk of not identifying new rateable property, or enhancements to existing properties, and therefore not maximising the potential rates income for the Council.

Financial Implications

4.1   Research will be required to ascertain the most cost effective appointment whether that is a full-time or part-time officer, and what the salary should be. However, the potential of an appointment will be investigated with the intention that the cost of the officer will be more than outweighed by the return to the Council in rates yield.

Appendices

5.1   None

Background Papers

6.1   DCLG Business Rates Information Letter – 20 June 2017

Recommendations

7.1   THAT:

(a) Cabinet notes the update in relation to recent changes to the business rates system.

(b) Cabinet notes the future plans to create a new Property Inspector role, designed to maximise the income generated from business rates.

Reasons for Recommendations

8.1 The Council faces many challenges in its administration of the business rates but more importantly, in the lack of certainty surrounding the value of the rates yield. Moving towards full retention of the business rates, the rates yield becomes ever more important as a primary source of the Council's funding. It is therefore important that the income generated from business rates is maximised.

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Report to Cabinet

Subject: **Risk Management Strategy & Framework**

Date: **12th October 2017**

Author: **Deputy Chief Executive and Director of Finance**

Wards Affected

All

Purpose

To provide the Cabinet with the updated and refreshed Risk Management Strategy and Framework.

Key Decision

This is not a key decision.

Background

The existing Risk Management Strategy was approved by Cabinet in April 2007. This has been updated over time, but it no longer fits with the improvements made since it transitioned into Financial Services in April 2017.

The previous version was very complex in terms of both scoring and reporting, and there was confusion between corporate, strategic and departmental risks. Furthermore, it did not provide a consistent approach, meaning that risks were not always scored on the impact to the wider Council, which is essential for good decision making.

Risk management is an important part of how Gedling Borough Council achieves its priorities. The Accounts and Audit Regulations 2015 require the Council to ensure that it has a sound system of internal controls which includes effective arrangements for the management of risk. The Council proactively manages its risks, and this allows it to not only manage current priorities, but to also meet future challenges.

The purpose of the Strategy and Framework is to define how risks will be managed by the Council. It provides guidance on the processes, procedures, roles and responsibilities for risk, and it sets out the context on how risks are to be managed.

The new Risk Management Strategy and Framework will therefore complement the work already underway within the Council as regards the *'Dynamic Council'*

approach. It will reinforce risk awareness and informed decision making across the Council, and will ensure that good decisions are made for the right reasons.

Proposal

It is proposed that Cabinet accepts and approves the new Risk Management Strategy and Framework.

Alternative Options

The alternative option is to retain the existing Risk Management Strategy. However this is outdated and no longer matches the new arrangements to be adopted under the *'Dynamic Council'* approach.

Financial Implications

There are no specific financial implications attributable to this report.

Appendices

The Risk Management Strategy & Framework

Background Papers

The previous Risk Management Strategy and Risk Management Policy Guidelines.

Recommendation

That:

Members accept and approve the new Risk Management Strategy and Framework.

Reason for Recommendation

To ensure that the Council adopts the latest best practice to enhance its governance arrangements.

RISK MANAGEMENT STRATEGY & FRAMEWORK

Revised: September 2017
Next Review: September 2020

1   A NEW CONTEXT FOR RISK MANAGEMENT

1.1   Introduction

Risk Management is an important part of how Gedling Borough Council achieves its priorities. The Council proactively manages its risks, and this allows it to not only manage current priorities, but to also meet future challenges.

The purpose of this Strategy and Framework is to define how risks will be managed by the Council. It provides guidance on the processes, procedures, roles and responsibilities for risk, and it sets out the context on how risks are managed.

1.2   The Benefits of Risk Management

In addition to the regulatory requirement for risk management and the need to safeguard the Council's assets, an effective risk management framework has a number of benefits:

- Greater assurance to stakeholders by mapping the key challenges facing the Council, and the corresponding mitigating controls and action plans;
- Better decision making by providing Members and managers with a better understanding of the impact of the decisions they make;
- Better use of resources by prioritising them towards greatest opportunity and/or risk, as well as investing in controls that will have the greatest impact, and discontinuing those where the impact is low; and
- Improved innovation by articulating the opportunities and risks in relation to new projects, and thus allow staff to take measured risk.

1.3   The Need for a Risk Management Strategy

In the current economic climate, with severe pressures on funding for services and the need for greater efficiencies whilst improving services, means that sound corporate governance and good decision-making are paramount. Risk Management is an integral part of corporate governance and can be used as a tool which can assist the Council in meeting its key priorities.

2   THE COUNCIL APPROACH

2.1   Council Risk Management Philosophy

Gedling Borough Council recognises that it is a feature of successful organisations that they progress through innovation and the willingness to change. While mindful of the tight financial constraints upon the public purse, it is the intention of the Council to continuously improve and to deliver better value for money.

This requires the adoption of new ways of working and the development of a culture in which both officers and Members are risk aware, and officers are enabled to take measured risks in the context of wider commercialisation objectives. The Council looks to engender a corporate readiness to take measured risks but only when justified and with a detailed knowledge and understanding of their possible impact upon the Council, its reputation, its assets, its stakeholders and the community it serves. It will apply this philosophy both to the services it delivers directly, and to those delivered in partnership with others.

2.2   Essential Principles of Successful Risk Management:

Successful risk management:

- Creates and protects value;
- Is integral to organisational processes;
- Is a key part of decision making;
- Explicitly addresses uncertainty leading to improved resilience;
- Is systematic, structured and timely;
- Is based on best available information;
- Is tailored rather than prescriptive;
- Takes account of human and cultural factors;
- Is transparent and inclusive;
- Is dynamic, iterative and responsive to change;
- Facilitates continued improvement of the organisation.

2.3   Risk Policy Statement

The Council promotes continuous improvement and strives to be efficient and effective in all areas of service delivery. This requires the adoption of new ways of working and a willingness to change which sometimes has risks associated with it.

The Council needs to ensure that such risks are only taken when justified, and with a detailed knowledge and understanding of the possible impact upon the Council, its reputation, its assets, its stakeholders and the community. Through this culture of risk awareness and progressive improvement, risk management will increase the success of the Council in delivering best outcomes for the people of Gedling.

The Council strives for the highest standards of corporate governance and recognises risk management as a key component of its governance and assurance framework. It is a requirement of the Council that its key proposals and objectives are examined to consider the potential risks to their achievement. This will involve systematic risk identification and analysis of both strategic and operational risks, as well as any risks arising from the delivery of Council objectives through partnership working.

The Council accepts its legal and moral duties in taking informed decisions about how best to control

and minimise the downside of risk, whilst still maximising opportunity and benefiting from positive risks. The Council will ensure that Members and Officers understand their responsibility to identify risks and their possible consequences.

2.4 Purpose of Risk Management Strategy

The purpose of the Strategy is to embed risk management in the Council by establishing a risk management framework that provides:

- An efficient control environment;
- The overt allocation of accountability for risk management throughout the organisation;
- A well-established risk assessment process;
- Performance monitoring of risk management activity;
- Communications process to support risk management.

2.5 Definition and Scope of Risk Management

The Council has adopted the Audit Commission's definition of risk and risk management as contained in its paper *"Worth the risk: improving risk management in local government":*

"Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct, and service delivery arrangements."

The overall process of managing risk can be divided into:

- Risk assessment, which includes the identification, estimation and evaluation of the risks;
- Risk management that encompasses the planning, monitoring and controlling activities based on the information derived from risk assessment.

2.6 Objectives of Strategic Risk Management

The objectives of Risk Management across the Council are as follows:

- To anticipate barriers to Council progress;
- To enable and ensure analysis of issues, and to provide a response to future uncertainty;
- To facilitate shared understanding of vulnerabilities, opportunities and risks;
- To strengthen the basis of decision making across the Council;
- To provide a means of prioritising Council risks for action;
- To provide a means of escalating key risks to the appropriate level for action;
- To make explicit the ownership of risks, control measures and actions needed;
- To provide mechanisms for regular updating and monitoring of risks, controls and actions;
- To ensure that all strategic and operational risks and opportunities are identified and appropriately quantified;
- To identify appropriate and economic strategies and actions to mitigate risks;
- To integrate risk management into the culture of the Council;
- To raise awareness of the need for risk management by all those connected with the Council's delivery of services.

The Council's approach to risk management, which underpins the Strategy, and provides a vision of what the Council is aiming for, is summarised below:

Risk management is not simply a compliance issue, but rather a way of viewing our operations

with a significant impact on long-term viability. It is critical to success, and is a focal point for senior management and Members. It helps the Council to demonstrate openness, integrity, and accountability in all of its dealings.

The emphasis is on sound decision making – being risk aware rather than risk averse, and on taking advantage of opportunities.

2.7   Links to the Governance Agenda and the Constitution of the Council

Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. It is a specific responsibility within the role of the Section 151 Officer and is a formal requirement for partnership working.

Risk management and the monitoring of its development and operation are included in the terms of reference for the Audit Committee, and the implications of risk are considered when reporting to the decision-making bodies of the Council.

3   RISK METHODOLOGY

3.1   Introduction to Risk Methodology

Successful delivery of Risk Management across the Council requires a number of elements. One of these is a professional and consistent approach to the identification and examination of risks – the *Risk Assessment Cycle*.

A second is a cycle of activity which will ensure systematic review of the actions needed and the actions taken in respect of these risks, as well as the identification of new and emerging risks – the *Risk Management Cycle*. This includes requirements for the monitoring and communication of risks to elected Members of the Council. The focus and intention behind both systems is to change behaviour and ensure action is taken to maintain and strengthen control measures.

There is also a third dimension to this methodology which falls at the level of strategic governance. This is the overall review cycle of the entire framework for Risk Management in the context of assurance and governance.

3.2   The Risk Assessment Cycle

The system of risk assessment, which the Council has used previously, is still recognised as best practice and remains the Council's preferred approach.

The main stages of this methodology are:

- Establish the risk context;
- Risk identification;
- Risk analysis;
- Risk scoring (evaluation and prioritisation);
- Risk treatment.

They are considered in more detail in Appendix 3 but are also shown in the diagram which follows and are referred to below.

3.3 Sources of Risk and Risk Identification

Risks derive from all areas of activity and are integral to business planning. They are often linked to uncertainty and can relate as much to potential opportunity as to downside risk. Among the key sources for identification of new and emerging risks are:

- The Gedling Plan;
- Partnerships Register;
- Service risks as identified in service plans;
- Project risks;
- Audit and other inspection reports;
- The Council's Assurance Framework and Annual Governance Statement

These areas will reveal strategic and operational risks. Some specific areas have separate and dedicated arrangements for risk assessment e.g. health and safety risk assessments.

It is important to ensure that risk review is a regular part of assurance mechanisms in any partnership, especially where partners are responsible for delivery, but the Council remains the accountable body. The Partnership Register is an integral part of this approach, and responsible managers must ensure that up-to date listings and assessments of risk to the Council from these partnerships are maintained. In addition when entering a partnership it is critical that the partners fully articulate who is responsible for each risk identified.

All major projects will need to carry their own risk registers. Any risks which are identified as carrying a 'red' priority risk to the Council must also be recorded in the Council's Corporate Risk Register.

3.4 Analysis, Evaluation and Action

While Risk Management is not a science, its methods are designed to introduce consistency of approach and to enable comparison of risks in different parts of the Council. This is achieved by evaluating all risks against defined criteria in respect of their impact on the Council. They are also evaluated for the likelihood of their happening. These two dimensions must each be given a score.

A preliminary review of risks should be undertaken to decide whether a more structured assessment is needed. For significant risks, an analysis should be made of the risk at each of three stages. Firstly, if no controls were in place (***Raw Risk***), secondly for the current position (***Current Risk***), and finally for the future, when all intended actions have been successfully completed (***Target Risk***). The scoring for the current or target risk will demonstrate the importance of the risk to the Council, and this is reflected by a score on the risk matrix. This priority score (A1 to E5) is the key to the next steps mentioned below. (See Appendix 4).

3.5 Council Appetite for Risk

Different groups of decision makers will have differing risk attitudes. Indeed the same group may be more or less risk averse on different occasions. The three bands of priority adopted by the Council (red, amber, and green) are designed to overcome this and to make strategic risk analysis more objective. This also means that all levels of risk receive some level of attention. This contrasts with other models which define a threshold for action but fail to monitor those below, though they may show threatening characteristics.

3.6   Priority, Action and Escalation

A purpose of risk management is to inform decision making and future action. The risk assessment system provides a means of filtering and prioritising risks according to their current importance to the Council. Paragraphs 3.4 and 3.5 refer to the classification of risk status with a priority score of A1 to E5 being placed into a scoring band of red, amber, or green. The action grid below should be used to determine at what level of management the risk should be driven.

All corporate risks are detailed in Appendix 6 and these are to be managed by a member of the Senior Leadership Team. For directorate risks, this action grid provides a mechanism for escalation whereby any 'red' and 'amber' risks are to be discussed at each Directorate Management Team meeting, and in some circumstances will be considered worthy of being brought to the attention of the Corporate Risk Management Group.

PRIORITY	ACTION LEVEL
Red	Senior Leadership Team priority monitored by the Corporate Risk Management Group.
Amber	Director/Service Manager Team priority with certain risks being monitored by the Corporate Risk Management Group.
Green	Service Manager risk requiring action, monitoring, and review.

3.7   Action That Needs to be Taken

The action that needs to be taken is as follows:

➢ **Members** – Cabinet Members to be aware of the key risks within their portfolio services, and within any projects and/or partnership working they represent the Council's interest on. Requesting sight of risk registers as appropriate, and challenging the robustness of risk assessments in reports. Audit Committee Members should review and challenge progress with addressing risks recorded on the Corporate Risk Register.

➢ **Corporate Risk Management Group** to receive the updated corporate risk register, and review the effectiveness of actions put in place by Directors and Service Managers to manage corporate risks on a quarterly basis. To nominate new risks, amendments and deletions to the corporate risk register as appropriate. The Corporate Risk Management Group will be made up of the Senior Leadership Team and the Service Manager - Financial Services, with specific invites to others as and when required.

➢ **Directors and Service Managers** to:

- Embed risk management throughout the directorate. This includes the process of reporting or nominating risks and opportunities arising from business transformation activities and those identified by services in the service/directorate risk register;
- Ensure that risk management has been explicitly considered in framing Service Plans;
- Review and update their service/directorate risk registers at least quarterly. Directorate risk registers are to include the corporate risks, where appropriate;
- Feed new key risks identified and opportunities, such as from projects, partnership working and business transformation to the Corporate Risk Management Group;
- Delete risks that are no longer relevant or are adequately controlled;
- Comply with any additional requirements as set out in the Financial Regulations.

➢ **Team Managers/ Team Leaders** to monitor the effectiveness of risk management actions in place. To provide assurance that systems and controls are consistently applied and are

operating effectively to mitigate risk and assist in the achievement of service outcomes using control risk self-assessment. To report on progress to Directors / Service Managers as relevant, at least quarterly.

3.8 Risk Treatment

The most important part of the risk process is the resulting decisions and actions, and this will become an increasing focus of the Council. The risk analysis will identify actions required as well as target deadlines. However, overall responsibility for progress falls to the risk owner.

At all levels, risks may be addressed by a variety of means. These include:

- Terminate – risk avoidance by doing something different and eliminating the risk;
- Transfer – risk sharing either totally or in part;
- Tolerate – accept the risk as it is, perhaps because of the cost of remedy;
- Treat – risk control or reduction.

In some circumstances, a risk may mature at a lower level than was envisaged, in which case an opportunity may arise. There are four basic ways of treating an opportunity risk, which are:

- Enhance – seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit;
- Ignore – minor opportunities can be ignored by adopting a reactive approach without taking any explicit actions;
- Share – seek a partner/stakeholder able to manage the opportunity, which can maximise the likelihood of it happening and increase the potential benefits;
- Exploit – seek to make the opportunity definitely happen by adopting aggressive measures to ensure the benefits from the opportunity are realised.

Where risk control or reduction is required, focus should be given to both the impact and the likelihood of the risk. All actions should be taken within the context of the likely cost of the actions required to reduce the risk. The anticipated level of risk the Council is prepared to accept taking into account the implementation of the actions identified is shown as the *Target Risk*. This Target Risk will vary depending upon the risk appetite.

4 THE RISK MANAGEMENT CYCLE

4.1 The Council Risk Register

The Council will maintain an electronic risk register that is accessible by all Directors and Service Managers. It is important that the risk register is kept relevant and accurately reflects the current risks faced by the Council in achieving its objectives. It is used for reporting and monitoring of risks at a variety of levels, aligned to the directorate structure of the Council. It is overseen by the Audit Committee, who will also maintain evaluations of Council-wide and confidential risks.

A similar electronic Directorate Risk Register will be created for each directorate to update as necessary, but can be viewed by all to maintain a consistent approach.

4.2 The Risk Management Cycle

The risk management cycle is the flow of risks both up and down the organisation in the following steps:

- Service Manager;
- Director/Service Manager Team;
- Senior Leadership Team.

There is a requirement for an on-going review of the risk register by key decision makers, and risks will be reviewed over a three monthly cycle.

The following officers/ officer groups will be involved in the process:

- Service Managers;
- Project Managers;
- Internal Audit;
- Senior Leadership Team;
- Corporate Risk Management Group;
- The Monitoring Officer and the Section 151 Officer acting in their statutory capacity.

Elected members will be involved in the process through:

- Liaison between Officers and Portfolio Holders;
- Portfolio briefings with Directors and Service Managers;
- Leader briefings with the Chief Executive;
- Audit Committee;
- Specific briefings from the Monitoring Officer and the Section 151 Officer.

4.3 Risk in Formal Reports (Including Business Cases)

Risk assessment is to be undertaken and included within formal reports to ensure that relevant Members are made aware of key risks before decisions are made.

5   RESPONSIBILITIES

Risk Management is part of mainstream line management. It is a duty of all managers to identify risks within their areas of responsibility and to follow the procedures of Risk Management identified in this document. Responsibilities of individual Members and officers, and for groups within the Council will differ depending upon their role. These responsibilities are summarised in Appendix 2.

In summary individuals and groups are responsible for one or more of the following areas:

- Formulating the Risk Management Framework;
- Ensuring delivery and monitoring of the framework (including training);
- Identification, analysis and evaluation of risk;
- Implementation of actions;
- Review and progress monitoring.

6   NEXT STEPS

6.1   Implementation of the Framework

Key areas of focus for Risk Management over the coming months will include:

- Full integration of risk processes within Council structures;
- Improved partnership risk protocols;
- More systematic involvement of Risk Management;
- The identification of opportunity risk to prioritise and manage projects.

6.2   Training and Development

As a complementary exercise to the priorities above, there will be a need to provide training and development on risk. Changing structures and personnel will require risk training sessions for line managers, particularly for those with key parts to play in the Risk Management Framework and for Elected Members i.e. Portfolio-holders and Audit Committee Members. The precise nature and timing of the training will be dependent upon the needs of individual staff groups and the availability of resources.

6.3   Review of the Risk Management Strategy and Framework

The sections above refer to the arrangements in place for the assessment of Council risks and the means by which they will be considered and monitored. These have been referred to as the Risk Assessment Cycle and the Risk Management Cycle.

There is also a need for monitoring and review of the entire system taking account of the governance and assurance framework, and the continuing evolution of the Council. This will be undertaken on a three yearly cycle and will be prepared by the Section 151 Officer for the consideration of senior officers and the Audit Committee. It will be referred to Cabinet for approval.

DEFINITION OF TERMS

Risk Management is defined as "co-ordinated activities to direct and control an organisation with regard to risk".

A **Risk** is the effect of uncertainty on objectives, and provides for both positive and negative consequences of risk.

A **Risk Owner** is a person with the accountability and authority to manage a risk.

Risk Attitude is the manner of the organisation's approach to assess and eventually pursue, retain, take or turn away from risk.

Risk Appetite refers to the amount and type of risk that an organisation is prepared to pursue, retain or take.

Risk Management Policy is the statement of the overall intentions and direction of an organisation related to risk management.

Opportunity Risk is the risk that a better opportunity may present itself after an irreversible decision has been made.

Corporate risks are associated with the achievement of corporate objectives. They will include new initiatives, as well as the development of current services.

Operational risks are associated with ongoing procedures and systems. This includes systems such as creditor payments, human resources and information management.

Project risks are associated with the successful completion of a project in order to deliver its strategic and operational objectives. Project risk may occur with the delivery of a new service, the introduction of new systems, or significant changes to new systems. They will be short term in comparison to strategic and operational risks, with the strategic and operational risk elements moving into the appropriate risk areas on project completion.

RISK MANAGEMENT ROLES AND RESPONSIBILITIES

Role	Responsibilities in relation to Risk Management	Formulating the Risk Management Framework	Ensuring Delivery and Monitoring of the Framework	Identification, Analysis and Evaluation of Risk	Implementation of Actions	Review and Progress Monitoring
Team Managers/ Team Leaders	Identify and monitor implementation of key risks within their individual services. Ensure issues are included in the risk register and that there is appropriate escalation of serious risks. Maintain a live and up to date risk register.			*	*	
Project Managers	Identify and monitor implementation of key risks within their individual projects. Ensure issues are included in the risk register and that there is appropriate escalation of serious risks. Maintain a live and up to date risk register.			*	*	
Internal Audit	Delivery of risk based audit plan and identification of key risks through audit assignments.		*	*		*
Insurance	Identify and implement appropriate and economic insurance arrangements to minimise insurable risk exposure.			*	*	*
Service Managers	Deliver risk management framework and identify and monitor implementation of key risks within their own service area.		*	*	*	*
Directors	Deliver risk management framework and identify and monitor implementation of key risks within their own directorate. Scans for new risks to the Council, and give a view of the medium and long-term risks.	*	*	*	*	*
Corporate Risk Management Group	Formulate the risk management framework, identify and monitor implementation of key risks, embed risk management principles into their own directorate operations.	*	*	*	*	*
Monitoring Officer and Section 151 Officer	Ensure appropriate risk management activity is undertaken within the Council.	*	*			*
Chief Executive	Leads on the wider corporate governance agenda of which risk management is a part. Ensure appropriate risk management activity is undertaken within the Council.	*	*			*
Portfolio Holders	Understanding and enabling informed risk within their portfolio areas.	*	*			*
Audit Committee	Provide independent assurance to the Council with regard to the effectiveness of the risk management framework and the associated control environment. Monitoring the framework and implementation of actions.	*	*			*
Leader of the Council	Demonstrate the Council's commitment to risk management by being the Member Risk Champion.	*	*			

RISK MANAGEMENT METHODOLOGY

Purpose and Format

This corporate risk assessment methodology is designed to ensure consistent methods of risk identification and analysis across the Council, and to ensure that risks in one part of the organisation are measured consistently with those in another. It requires a level of analysis which ensures that the underlying risk is properly understood and any reliance on control measures is documented.

The Council maintains an electronic risk register that is administered and managed by Financial Services.

Risk Identification

Risks will be considered under the major type headings of 'Strategic', 'Operational', 'Partnership' and 'Project' and within those under the broad categories:

- Financial
- People
- Assets
- Legal
- Customer & Reputation
- External Environment

Risks must be carefully described to ensure they cannot be confused with others. They should be identified in respect of the risk rather than the issue, and where possible the dimensions of the risk in terms of the value of impact of the Lead Risk. Timescale impact and service implications should also be described. Strategic Risks in particular should specify the impact upon the community associated with the risk. The name of the risk owner/assessor must also be included.

Risk Analysis

Good risk management is about the identification of key strategic risks that the organisation may face, and the effective management of those risks by taken action to mitigate or lessen the impact of those risks should they occur. This approach seeks to map the flow of information from the initial identification of risks, and to assess the suitability of controls that already exist, through to the development of an action plan to further mitigate those risks to the Council.

The Corporate Risk Register has two key sections: Part 1 is the Summary of all risks, and Part 2 is the detailed analysis of each individual risk. Explanations of the various facets of the Corporate Risk Register are explained below:

Risk Summary:

- Risk Number – this is a unique number attached to each risk. This will remain in the system even if it is managed down to acceptable levels. This is because some risks may be volatile and may move between each level over time.

- Risk Description – this describes the identified risk.

- Commentary and Rationale – this explains what the trigger is for that risk, what the vulnerability is i.e. why it was initially considered a risk.

- Key Risk Driver – this describes the type of risk, and what the value of that potential risk is perceived to be. These are further explained with examples in Appendix 5.

- Raw Risk – this is the 'worst case scenario' if the Council just let things happen without any intervention.

- Current Risk – this is the officers' current assessment of the risk having considered the controls that the Council already has in place to mitigate that risk. It is Members' responsibility to accept or challenge this position at the meeting.

- Target Risk – this is the residual risk i.e. the best position the Council can get to once all prevention measures are put in place. These cannot always be reduced to a 'green' level.

- Corporate Risk Owner – this is the name of the Manager who is ultimately responsible for managing the identified risk. It is most likely that below this level some responsibilities for further actions will be delegated to other officers, but it is still the Corporate Risk Owner's responsibility to ensure that all actions are delivered on time.

Detailed Risk:

- Controls in Place – these are the officers' opinion of control measures that are already in place and active within the Council, which will assist with the prevention of these risks occurring, or at the very least will reduce their potential impact.

- Further Action – this is a list of further measures that could be taken to reduce the perceived risk (however it should be noted that some measures could be so costly that it is better to accept the risk).

- Progress with Action – this is where completed actions will be recorded before registering them under 'Controls in Place'.

- Completion Responsibility – the delegated officer who has responsibility for implementing the identified action.

- Completion Target Date – the date that it is envisaged that the action will be implemented.

- Completion Revised Date – to be used to identify slippage in the completion date. This should be monitored accordingly by the Audit Committee.

Risk Scoring

The purpose of risk scoring is to provide a means of consistent comparison between risks in different parts of the Council. This will assist in monitoring the progress of risk management and

will inform decision making and the allocation of resources. In order for this to be effective it is important to remember when scoring risks that it is the *risk to the authority* which should be scored. Some project and partnerships may maintain their own risk log, indicating risks to the project. This does not replace the need for assessment of the corporate risk attached to the project or partnership.

There are two dimensions to consider at each stage of risk assessment: the impact or the potential for harm, and the likelihood or probability of the risk occurring. The "Risk Scoring Assessment Matrix" is attached at Appendix 5 and sets down the Council wide criteria to be applied. The highest score in any column must be utilised as the impact score.

Risk Action Levels - Risk Appetite

Mapping the impact against the likelihood of a risk can be used to demonstrate the progression of risk from Raw to Current to Target Risk. It can also be used to indicate the overall position of an issue by charting all of the current residual risks for a project or partnership. The Council's "Risk Management Scoring Matrix" is attached at Appendix 4.

The readiness to accept risk – or risk appetite – varies between individuals and groups. For purposes of consistency the Council determines action levels according to their priority level, represented by the 25 priority scores that range from A1 to E5 on the Risk Management Scoring Matrix.

Risk Register

Significant risks requiring action must be entered into the Corporate Risk Register and updated at the Corporate Risk Management Group meetings not less frequently than quarterly. Each risk will require an identified owner. The register will be an active document but the position after each quarterly meeting will be retained.

Risk Treatment

It will fall to line managers to manage risks in accordance with their strategic and operational responsibilities in the normal way. The options for risk treatment are referred to above under the Risk Management Framework.

RISK MANAGEMENT SCORING MATRIX

L I K E L I H O O D	Very High	E	GREEN	AMBER	RED	RED	RED
	High	D	GREEN	AMBER	RED	RED	RED
	Significant	C	GREEN	AMBER	AMBER	RED	RED
	Low	B	GREEN	GREEN	AMBER	AMBER	AMBER
	Very Low	A	GREEN	GREEN	GREEN	GREEN	GREEN
			1	2	3	4	5
			Negligible	Minor	Serious	Major	Critical

IMPACT

Council Ownership of Current Risk:

Red	Senior Leadership Team
Amber	Director/Service Manager Team
Green	Service Manager

RISK SCORING ASSESSMENT MATRIX

The definitions below provide guidance as to what is meant by both likelihood and impact. Using this table will aid consistency.

	IMPACT				
	Negligible	**Minor**	**Serious**	**Major**	**Critical**
Financial Impact	£0 - £10k	£10k - £50k	£50k - £500k	£500k - £1M	£1M+
Service Provision	No effect	Slightly reduced	Significant elements of a service suspended/ reduced	Service suspended short term / reduced	Service suspended long term, statutory duties not delivered
Health & Safety	Sticking plaster/ first aider	Broken bones/ illness	Multiple injuries / illness	Loss of life / major illness	Major loss of life / large scale major illness
Objectives		Objectives of one section not met	Service objectives not met	Directorate objectives not met	Corporate objectives not met
Morale		Some hostile relationship and minor non co-operation	Major non co-operation	Industrial action	Mass staff leaving / unable to attract staff
Reputation	No media attention/ minor letters	Adverse local media	Adverse regional publicity	Adverse national publicity	Remembered for years!!
Government relations		Poor assessment	More than one poor assessment	Service taken over temporarily	Service taken over permanently

	LIKELIHOOD				
	Very Low	**Low**	**Significant**	**High**	**Very High**
Probability	< 10%	10% to 35%	35% to 65%	65% to 90%	> 90%
Timing	Next ten years	Next year to five years	Next 12 months	Next 6 months	Next week / this month

RISK CATEGORIES

Risk Category	Corporate Risk	Definition	Examples
FINANCIAL	Failure to prevent budget overheating once the budget has been set	Shorter term implications of overspending budgets or not collecting as much income as forecasted. This can cause adverse impact on Council balances.	Identified via budget monitoring and can be caused by inaccurate forecasting, incorrect assumptions on inflation, interest rates etc.
FINANCIAL	Failure to maintain financial integrity	Affecting the ability of the Council to meet its financial commitments in the longer term.	Not meeting budget reduction targets, additional cuts in central government grants, council tax increases, and incorrect assumptions.
PEOPLE	Failure to protect staff, including health & safety issues	Ineffective systems, processes and equipment that can present danger to individuals or groups of employees.	Outdated or dangerous equipment, protective clothing, use and storage of chemicals, lack of training, risk assessments.
PEOPLE	Failure to recruit and retain staff, and maintaining internal capacity	Associated with the particular nature of each profession, internal protocols, managerial abilities, and sickness levels.	Staff restructures, key personalities, pay and grading systems, sickness profiles, stress levels, turnover, age profile and succession planning.
ASSETS	Failure to properly utilise existing ICT, react to technology changes, and prevent data loss	The capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. Challenges over the security, storage and retention of both electronic and manual records, and data.	E-Government agenda, IT infrastructure, Service needs, security standards, cyber-attacks, data protection.
ASSETS	Failure to protect & utilise physical assets	Buildings that are fit for purpose, safe, secure, and meet legislative requirements for fire, asbestos, and water-testing. Land, buildings and other assets to be recorded on a database.	Systems, processes and records to identify issues, regular fire and water-testing, asset registers, condition surveys, accommodation and asset management strategies.
LEGAL	Failure to react to changes in legislation	Associated with current or potential changes in national or European law which can lead to possible breaches of legislation. Assessing the wider implications of new legislation on both the Council and its residents.	Incorrect actions leading to legal challenge. Human rights and equality issues, TUPE etc.

LEGAL	Failure of contractors or partnership arrangements - contractual breaches	Associated with the failure of contractors and partnership arrangements to deliver services or products to the agreed cost and specification.	Downturns in the economy place additional pressures on partners, suppliers and contractors. This can lead to business closure or defaults. Relates to critical suppliers of fuel, ICT and energy, adequate contingency plans, business continuity plans. 3rd sector partners are also facing financial difficulties and may no longer be able to provide services on behalf of the council.
LEGAL	Inability to defend one-off challenges to a council decision or new compensation trend emerges	Councils are increasingly vulnerable to judicial reviews and new compensation claims.	Decisions around planning, land charges, insurance claims etc.
CUSTOMER & REPUTATION	Failure to maintain service standards, customer satisfaction, and/or meet customer expectations	Related to channel shift to more digital on-line services but retaining the availability of face-to-face services. Affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value.	Fail to win quality accreditations, recognition, consultation, and market competitiveness for trading services.
CUSTOMER & REPUTATION	Failure to prevent damage to the Council's reputation	Related to the Council's reaction to a specific event or issue, or generally a downturn in quality of service.	Council's response to a high profile event, failure to deliver on local policy or political manifesto commitment.
EXTERNAL ENVIRONMENT	Failure to react to an environmental incident or malicious act	Council reaction to a natural occurrence e.g. widespread flooding, or other events such as fire and explosions.	Emergency planning, coordination with partners, financial assistance.
EXTERNAL ENVIRONMENT	Failure to react to socio-economic trends	Relating to the effects of changes in demographic, residential, or socio-economic trends on the Council's ability to meet its objectives.	Ageing population, employment opportunities, poverty indicators, and health and wellbeing services.

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Report to Cabinet

Subject: Forward Plan

Date: 12 October 2017

Author: Service Manager, Democratic Services

Wards Affected

Borough-wide.

Purpose

To present the Executive's draft Forward Plan for the next four month period.

Key Decision

This is not a Key Decision.

Background

1   The Council is required by law to give to give notice of key decisions that are scheduled to be taken by the Executive.

   A key decision is one which is financially significant, in terms of spending or savings, for the service or function concerned (more than £500,000), or which will have a significant impact on communities, in two or more wards in the Borough.

   In the interests of effective coordination and public transparency, the plan includes any item that is likely to require an Executive decision of the Council, Cabinet or Cabinet Member (whether a key decision or not). The Forward Plan covers the following 4 months and must be updated on a rolling monthly basis. All items have been discussed and approved by the Senior Leadership Team.

Proposal

2   The Forward Plan is ultimately the responsibility of the Leader and Cabinet as it contains Executive business due for decision. The Plan is therefore presented at this meeting to give Cabinet the opportunity to discuss, amend or delete any item that is listed.

Alternative Options

3.1   Cabinet could decide not agree with any of the items are suggested for inclusion in the plan. This would then be referred back to the Senior Leadership Team.

3.2   Cabinet could decide to move the date for consideration of any item.

Financial Implications

4   There are no financial implications directly arising from this report.

Appendices

5   Appendix 1 – Forward Plan

Background Papers

6   None identified.

Recommendation(s)

It is recommended THAT Cabinet note the contents of the draft Forward Plan making comments where appropriate.

Reasons for Recommendations

7   To promote the items that are due for decision by Gedling Borough Council's Executive over the following four month period.

Gedling Borough Council

Forward Plan for the period October 2017 - January 2018

Issue	Key Decision or Council Decision?	Who will decide and date of decision	Documents to be considered	Who will be consulted?	If exempt reason restricted*	Contact Name
Arnold Market	Key	Cabinet 2 November 2017	Report of the Service Manager, Economic Growth and Regeneration	n/a	By Virtue of Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information)*	Dawn Alvey, Service Manager, Economic Growth and Regeneration dawn.alvey@gedling.gov.uk
South Nottinghamshire Homelessness Strategy	Not Key	Cabinet 2 November 2017	Report of the Housing Strategy and Development Officer	n/a		John Sheil, Housing Strategy and Development Officer john.sheil@gedling.gov.uk
Quarter 2 Budget Monitoring, Performance Digest & Virement Report	Key	Cabinet 2 November 2017	Report of the Service Manager Finance	n/a		Alison Ball, Service Manager Finance alison.ball@gedling.gov.uk

| Issue	Key Decision or Council Decision?	Who will decide and date of decision	Documents to be considered (only applicable to executive Key decisions)	Who will be consulted?	If exempt reason restricted*	Contact Name
Quarter 3 Budget Monitoring, Performance Digest & Virement Report	Key	Cabinet 1 February 2018	Report of the Service Manager Finance	n/a		Alison Ball, Service Manager Finance alison.ball@gedling.gov.uk

Members of Gedling Borough Council Cabinet
Councillor John Clarke – Leader of the Council
Councillor Michael Payne – Deputy Leader and Portfolio Holder for Resources and Reputation
Councillor Peter Barnes – Portfolio Holder for Environment
Councillor David Ellis – Portfolio Holder for Public Protection
Councillor Gary Gregory – Portfolio Holder for Community Development
Councillor Jenny Hollingsworth – Portfolio Holder for Growth and Regeneration
Councillor Henry Wheeler – Portfolio Holder for Health and Wellbeing.

* Section 100(A) 4 of the Local Government Act 1972 lists reasons that a Council may intend to restrict items or parts of items from publication. As required by Regulation 5(2) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 public notice of this intention has been given