



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

Agenda

Overview and Scrutiny Committee

Date: **Monday 17 July 2017**

Time: **5.30 pm**

Place: **Chappell Room**

For any further information please contact:

Helen Lee

Democratic Services Officer

0115 901 3894

Overview and Scrutiny Committee

Membership

Chair Councillor Meredith Lawrence

Vice-Chair Councillor Paul Feeney

Councillor Bruce Andrews
Councillor Sandra Barnes
Councillor Tammy Bisset
Councillor Kevin Doyle
Councillor Roxanne Ellis
Councillor Helen Greensmith
Councillor Barbara Miller
Councillor Marje Paling
Councillor Stephen Poole
Councillor Alex Scroggie
Councillor John Truscott

AGENDA

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- 1 Apologies for Absence and Substitutions.**
- 2 To approve, as a correct record, the minutes of the meeting held on 8 May 2017** 5 - 12
- 3 Declaration of Interests.**
- 4 Programme of Portfolio Holder Attendance** 13 - 28

Report of the Democratic Services Officer.
- 5 Council Plan 2016/17: Overview of Quarter 4 and Year End Performance** 29 - 48

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Report of the Democratic Services Officer.
- 7 Any other item which the Chair considers urgent.**

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MINUTES OVERVIEW AND SCRUTINY COMMITTEE

Monday 8 May 2017

Councillor Meredith Lawrence (Chair)

Councillor Paul Feeney	Councillor Barbara Miller
Councillor Bruce Andrews	Councillor Marje Paling
Councillor Sandra Barnes	Councillor Stephen Poole
Councillor Kevin Doyle	Councillor Alex Scroggie
Councillor Roxanne Ellis	Councillor John Truscott
Councillor Helen Greensmith	

Apologies for absence: Councillor Tammy Bisset

Officers in Attendance: H Barrington, L Juby and H Lee

Guests in Attendance Councillor G Gregory

162 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

Apologies were received from Councillor Tammy Bisset.

163 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 13 MARCH 2017.

RESOLVED:

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

164 DECLARATION OF INTERESTS.

None.

165 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE

2016/17 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE

The committee welcomed Councillor Gregory, Portfolio Holder for Community to discuss a range of issues relating to his portfolio accompanied by Lance Juby, Service Manager Community Relations.

Councillor Gregory circulated outcomes for Quarter 4 for his Portfolio and provided information on topics previously identified by members as follows:

Performance Indicators

Councillor Gregory explained the lack of performance indicators was because actions in the portfolio cannot be worked out numerically.

Gedling Youth Council – How are they included in the Council’s decision making process?

The Gedling Youth Council is independent of the authority and is made up of young people elected by their peers. The authority just facilitate the meetings, the young people decide their own agenda and work programme.

The Youth Council has recently undertaken the Children’s Commissioner Takeover Challenge and led a Senior Leadership Team meeting, delivering a presentation and discussing the key priorities set by the Youth Council. These include young people’s mental health, loneliness and isolation, emerging racial and cultural intolerance, peer pressure, stress caused by social media, issues of body image, new perceptions of gender, the generation gap caused by new technology and a subsequent need to develop a curriculum for life to address these issues.

The Gedling Conversation will be supported by the Youth Council members and will involve their contributions from their own school or youth group.

Members agreed that the young people should be invited to be included in any scrutiny reviews which are relevant, and commented that Youth Council members had been very helpful on the Bonington Theatre and Transport reviews.

Building Positive Relationships with Parish Councils

The authority facilitates a network for parish clerks which offers a forum for discussion, information sharing and support. The next meeting is scheduled later this month will discuss the Playing Pitch Strategy.

Minutes from Parish Councils are available on the website.

Senior leadership team members and service managers will be going out into the community during this year’s Gedling Conversation. Ward members will be invited to join in the visits. This will not include attending Parish Council meetings, but will include visiting community

hubs, where people meet to find out what it is like to live in the area. Dates for this have not been finalised.

The locality coordinator in Newstead has developed a positive relationship with the Parish Council.

Progress of Asset Transfer

The Council has adopted a community asset transfer policy; any interested party has to develop a robust business plan and prior to disposal the Council assesses the condition of the building to ensure that it is fit to transfer.

The transfer will enable the community to manage their own centre.

Centres currently moving towards being transferred include

- Arnold Hill by the Eagles Nest Church. All existing bookings will be honoured and it will continue to function as a community centre.
- Pond Hills by the Arnold Arts Society. Issues relating to resources and manpower to enable the transfer are being addressed, and it is moving slowly ahead. When completed there are plans to open up the Calverton Road entrance
- The Brick Yard – Gedling Sport Partnership are considering taking this forward, it is in the very early stages
- Haywood Road Community Centre – transfer progressing very slowly.

Locality Plans and Priority Neighbourhoods.

Members wanted to express their thanks for the work undertaken by the locality coordinators in Killisick and Newstead.

Priority neighbourhoods are chosen because of deprivation indices, there are no plans for any more. Killisick has particular problem with a mobile population, issues that are addressed are constantly renewed by new residents.

The temporary one in Daybrook was funded by the CCG and was not in place long enough to have any significant impact.

Armed Forces Community Covenant

The Council signed the Covenant in 2013, this sets out the relationship between the armed forces community and the Council. There was a programme of events in 2014 to support the signing and actions which offer support for service personnel are fed into Service Plans, for example homelessness, revenues and benefits advice.

Funding streams are available to support work to support ex service personnel. Recently the County Council funded first aid training for mental health issues affecting armed forces staff. The Council also promotes campaigns managed by other organisations who support for ex-service men, for example those provided by the Royal British Legion and SAFFA. A representative attends regular network meetings, Councillor Collis is the Council's Policy Advisor for armed forces relationships.

FUTURE PORTFOLIO HOLDER ATTENDANCE

Members were advised that the Leader Councillor John Clarke, and Deputy Leader Councillor Michael Payne, Portfolio Holder Resources and Reputation, would be attending the next committee to enable members to have the opportunity to examine their areas of responsibility.

Members questioned why the Leader and Deputy attend together and agreed that they would like to invite them separately. There was also a discussion about requesting written answers for examination at the committee.

Members were reminded of the need to submit areas to be examined prior to the meeting.

Councillors R Ellis and Greensmith joined the meeting at 6.00pm.

RESOLVED TO:

- thank Councillor Gregory for his attendance
- invite members of the Youth Council to sit on relevant scrutiny working groups
- invite Councillor Collis to attend the committee in his role as policy advisor for armed forces relationships; and
- request Councillor Clarke and Councillor Payne to attend separate meetings.

RECORDING OF MEETINGS

Members considered a report that had been circulated in advance of the meeting which discussed the continuation of the system of audio recording.

Helen Barrington, Director of Organisational Development and Democratic Services introduced the report and discussed some of the issues that influenced the recommendation to conclude the trial. As the trial arose from a recommendation from the committee, Cabinet requested that the committee consider how they would like to take this forward.

Members commented that:

- a lack of advertising may have had an influence on the low number of people who had listened to the recordings, and this may not have been a fair trial
- this method of recording had never worked properly due to technical problems, and that unless the technical issues could be resolved there would be no reason to continue with the trial
- they considered the trial was first introduced as a mechanism to protect them from malicious recording, rather than a means to increase transparency of the work of the Council
- other options to increase interest and transparency should be considered in particular the use of new forms of technology.

Councillor Andrews left the meeting at 6.35pm.

RESOLVED:

- That the present system of recording should cease.
- That a working group be established to consider options available to promote the openness of the Council.

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OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT

Members considered the Annual Report, which had been circulated in advance of the meeting. As part of the work programme, the committee is required to prepare a report which highlights work undertaken by the committee over the preceding year.

The report was discussed and it was agreed that it would be presented to Council.

RESOLVED:

- To submit the Scrutiny Annual Report to Council

SCRUTINY WORK PROGRAMMECOMPLETED SCRUTINY REVIEWS 2015/16

Obesity Report

Members noted the progress of the recommendations, and requested updates on the recommendations where no information was available.

SCRUTINY WORK PROGRAMMEScrutiny working groups

Updates were given on current working groups:

- Issues of an Ageing Population and Income Generation.

Both these reviews were concluding and recommendations were currently being developed. Reports would be available for the July Committee.

- The Gedling Councillor Standard

The working group would commence after the General Election.

Scrutiny in Committee

Members discussed the continuation of the programme of portfolio attendance currently used as a mechanism to hold the Executive to account. The committee agreed that they would continue with the current programme, and that a working group would be convened at the July Committee to look at the effectiveness of this programme, and to explore other ways of evaluating performance.

RESOLVED:

- To note the information relating to the Obesity review and request additional information.
- Note the information regarding the current reviews.
- Establish a working group to evaluate the effectiveness of the portfolio holding to account programme, and consider alternative ways to hold the Executive to account.

**169 REPORTS AND NOTICES RECEIVED BY THE CHAIR OF THE
OVERVIEW AND SCRUTINY COMMITTEE AS REQUIRED UNDER
THE CONSTITUTION OR LAW.**

Members considered a report which had been circulated in advance of the meeting, giving information on matters referred to the Chair as required by the constitution.

170 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 7.00 pm

Signed by Chair:
Date:

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Report to: Overview and Scrutiny Committee

Subject: Programme of Portfolio Holder Attendance

Date: 17 July 2017

Author: Democratic Services Officer

1. PURPOSE OF THE REPORT

To consider the areas of responsibility of the Leader and Deputy Leader as part of the rolling programme of holding the Executive to account.

2. BACKGROUND

At the 20th July 2015 Overview and Scrutiny Committee, Members agreed to continue with a programme of attendance by Portfolio Holders, and relevant officers, at committee. Areas of performance, within each portfolio for examination, would be identified, and questions for the Portfolio Holder submitted in advance of each meeting. 'Ad hoc' questions could also be put forward at the meeting itself. Non-executive Members are also invited to submit questions for the Portfolio Holder.

3. 2016/2017 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE

3.1 Councillor John Clarke Leader of the Council, and Councillor Michael Payne Deputy Leader and Portfolio Holder for Resources and Reputation, are attending the committee to give Members the opportunity to examine their areas of responsibility which include:

Leader of the Council

Councillor John Clarke

- Overall strategy and delivery of agreed Council priorities and objectives.

- Oversight of all Cabinet responsibilities.
- Building and developing relationships with partners at a local, regional, national and international level to pursue matters of interest to the Council and the community.
- Representing the interests of the Council and the wider community on the Nottingham and Nottinghamshire Combined Authority, East Midlands Council, and other key strategic local, regional and national bodies.
- Oversight of the Council's Collaboration Agreement with Newark and Sherwood and Rushcliffe Councils.
- Building and maintaining positive relationships with and between elected Members and employees.
- Promoting and encouraging effective corporate governance and the highest standards of probity.

Deputy Leader and Portfolio Holder for Resources & Reputation

Councillor Michael Payne

- Budget strategy, financial management and local taxation.
- Asset Management, including the Council's investment property, sales and purchase of land
- Communications, marketing and promotion.
- Media relations.
- Customer Services, information and communications technology

Customised reports detailing performance outcomes for Q4 are attached at **Appendix 1** to assist Members' identify areas for consideration.

3.2 Questions and areas for discussion received in advance of the committee.

Leader

- Have there been any business contingency, emergency planning or business continuity strategies developed? For example to respond to drought or changes in the economic climate.
- In relation to building and developing relationships with partners at a local, regional, national and international level. What relationships have been formed, at what level and what benefits have been derived?
- To enhance the building, and maintaining, of positive relationships between elected Members and employees could a target be set advocating reply times.
- **L1006** Working Days lost to sickness. What measures are being considered that may have a positive impact? Should a target figure of nine days be considered? What are the main reasons for absence?

Deputy Leader

- **L1057** Are there any plans to increase the target when the current target has been exceeded.
- **LI017** Percentage of Business Rates collected: noting that the percentage collected for 2016/17 is at 98.71% and is slightly below target of 98.90%, can the Deputy Leader give the balance owed in monetary terms, and explain what measures are taken to recover it
- **LI016** Percentage of Council Tax collected: noting that the percentage collected for 2016/17 is at 98.40% and is slightly below target of 98.50%, can the Deputy Leader give the balance owed in monetary terms, and explain what measures are taken to recover it.
- How does the council ensure it gets the best deal when negotiating developer contribution
- Please explain what is being done to create a stronger commercial and entrepreneurial culture?

4. FUTURE PORTFOLIO HOLDER ATTENDANCE

A programme of future Portfolio Holder attendance is currently being developed.

5. RECOMMENDATION












The Overview and Scrutiny Committee is recommended to:






- consider, ask questions and comment on the information provided
- thank Councillors Clarke, Payne and other guests for their attendance

APPENDICIES

Appendix 1: Q4 Leader & Deputy Leader

Portfolio Holder Performance report 2016/17

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Deputy Leader Resources and Reputation Portfolio

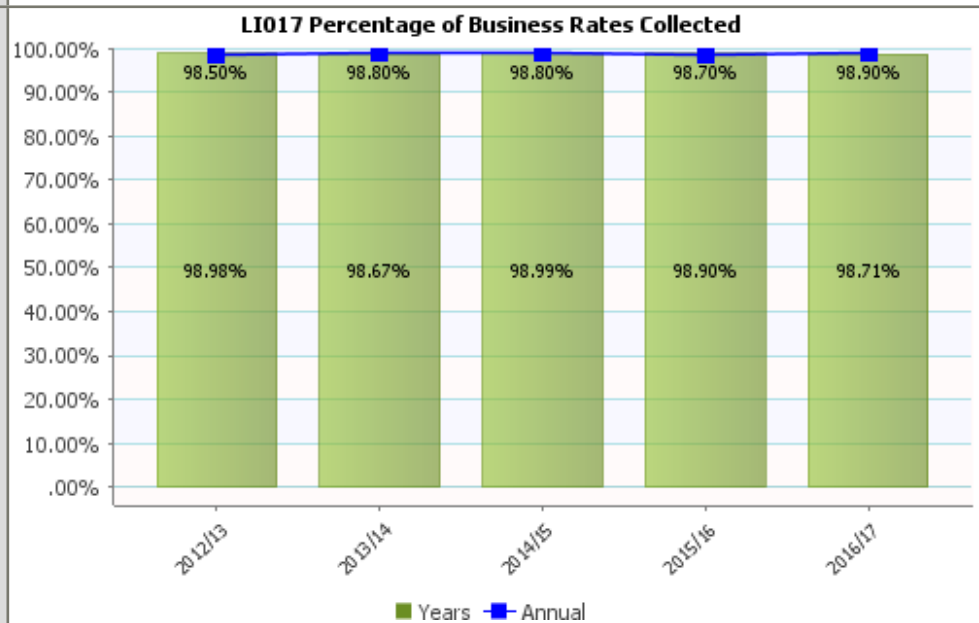
Indicators




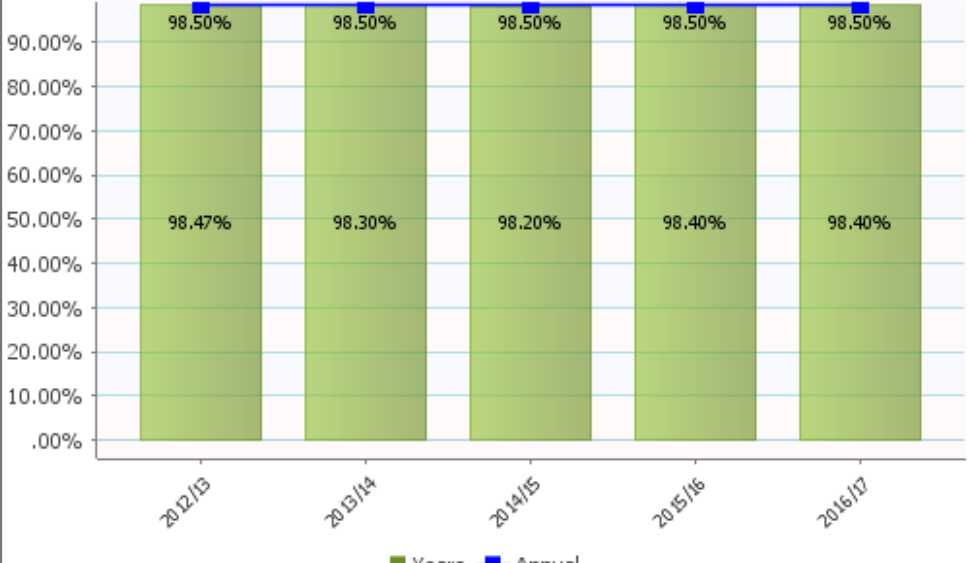
LI017 Percentage of Business Rates Collected




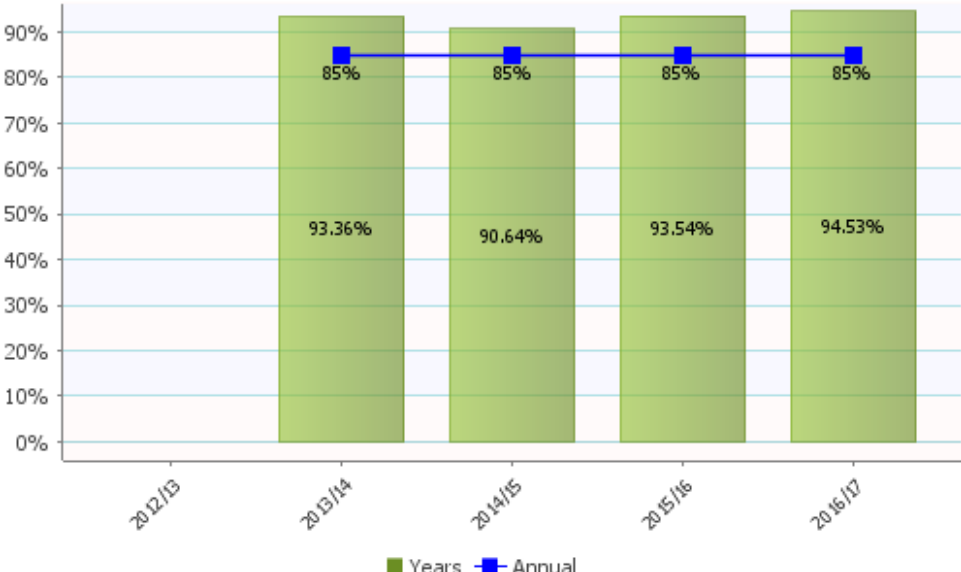
Managed By	Duncan Adamson	Status	✓
Current Value	Current Target	Trend compared to last period	Trend compared to year ago
98.71%	98.90%	↓	↓

Latest Note


Performance against target











LI016 Percentage of Council Tax collected																					
Managed By	Duncan Adamson	Status																			
Current Value	Current Target	Trend compared to last period	Trend compared to year ago																		
98.40%	98.50%																				
Latest Note																					
Performance against target	<div>LI016 Percentage of Council Tax collected</div>  <table><thead><tr><th>Year</th><th>Years (%)</th><th>Annual (%)</th></tr></thead><tbody><tr><td>2012/13</td><td>98.47%</td><td>98.50%</td></tr><tr><td>2013/14</td><td>98.30%</td><td>98.50%</td></tr><tr><td>2014/15</td><td>98.20%</td><td>98.50%</td></tr><tr><td>2015/16</td><td>98.40%</td><td>98.50%</td></tr><tr><td>2016/17</td><td>98.40%</td><td>98.50%</td></tr></tbody></table>			Year	Years (%)	Annual (%)	2012/13	98.47%	98.50%	2013/14	98.30%	98.50%	2014/15	98.20%	98.50%	2015/16	98.40%	98.50%	2016/17	98.40%	98.50%
	Year	Years (%)	Annual (%)																		
2012/13	98.47%	98.50%																			
2013/14	98.30%	98.50%																			
2014/15	98.20%	98.50%																			
2015/16	98.40%	98.50%																			
2016/17	98.40%	98.50%																			
	<div>Years</div> <div>Annual</div>																				

LI 252 Percentage of customers that are satisfied with overall customer service																	
Managed By	Rosie Caddy	Status															
Current Value	Current Target	Trend compared to last period	Trend compared to year ago														
94.53%	85%																
Latest Note																	
Performance against target	LI 252 Percentage of customers that are satisfied with overall customer service																
	 <table><thead><tr><th>Period</th><th>Years (%)</th><th>Annual (%)</th></tr></thead><tbody><tr><td>2013/14</td><td>93.36%</td><td>85%</td></tr><tr><td>2014/15</td><td>90.64%</td><td>85%</td></tr><tr><td>2015/16</td><td>93.54%</td><td>85%</td></tr><tr><td>2016/17</td><td>94.53%</td><td>85%</td></tr></tbody></table>			Period	Years (%)	Annual (%)	2013/14	93.36%	85%	2014/15	90.64%	85%	2015/16	93.54%	85%	2016/17	94.53%
Period	Years (%)	Annual (%)															
2013/14	93.36%	85%															
2014/15	90.64%	85%															
2015/16	93.54%	85%															
2016/17	94.53%	85%															

LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total																				
Managed By	Rosie Caddy	Status																		
Current Value	Current Target	Trend compared to last period	Trend compared to year ago																	
92.5%	90.0%																			
Latest Note																				
Performance against target	LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total																			
	<table><thead><tr><th>Year</th><th>Years (%)</th><th>Annual (%)</th></tr></thead><tbody><tr><td>2012/13</td><td>91.0%</td><td>90.0%</td></tr><tr><td>2013/14</td><td>85.5%</td><td>90.0%</td></tr><tr><td>2014/15</td><td>80.2%</td><td>90.0%</td></tr><tr><td>2015/16</td><td>88.0%</td><td>90.0%</td></tr><tr><td>2016/17</td><td>92.5%</td><td>90.0%</td></tr></tbody></table>			Year	Years (%)	Annual (%)	2012/13	91.0%	90.0%	2013/14	85.5%	90.0%	2014/15	80.2%	90.0%	2015/16	88.0%	90.0%	2016/17	92.5%
Year	Years (%)	Annual (%)																		
2012/13	91.0%	90.0%																		
2013/14	85.5%	90.0%																		
2014/15	80.2%	90.0%																		
2015/16	88.0%	90.0%																		
2016/17	92.5%	90.0%																		

LI057 Percentage of One Stop shop customers seen within 15 minutes																				
Managed By	Rosie Caddy	Status																		
Current Value	Current Target	Trend compared to last period	Trend compared to year ago																	
89.0%	83.0%																			
Latest Note																				
Performance against target																				
	<div><p>LI057 Percentage of One Stop shop customers seen within 15 minutes</p><table><thead><tr><th>Year</th><th>Years (%)</th><th>Annual (%)</th></tr></thead><tbody><tr><td>2012/13</td><td>81.3%</td><td>81.0%</td></tr><tr><td>2013/14</td><td>69.8%</td><td>81.0%</td></tr><tr><td>2014/15</td><td>77.5%</td><td>81.0%</td></tr><tr><td>2015/16</td><td>85.0%</td><td>81.0%</td></tr><tr><td>2016/17</td><td>89.0%</td><td>83.0%</td></tr></tbody></table><p>■ Years ■ Annual</p></div>			Year	Years (%)	Annual (%)	2012/13	81.3%	81.0%	2013/14	69.8%	81.0%	2014/15	77.5%	81.0%	2015/16	85.0%	81.0%	2016/17	89.0%
Year	Years (%)	Annual (%)																		
2012/13	81.3%	81.0%																		
2013/14	69.8%	81.0%																		
2014/15	77.5%	81.0%																		
2015/16	85.0%	81.0%																		
2016/17	89.0%	83.0%																		

Actions

Title	Managed By	Status	Completion Date	Progress Bar	Notes
Ensure the development and approval of an updated Asset Management Strategy	Katie Walters		31-Mar-2017	<div><div>100%</div></div>	Action will continue and is included in 2017/18 Gedling Plan
Launch customer contact point in Carlton/the surrounding area	Rosie Caddy		31-Mar-2017	<div><div>100%</div></div>	This project will continue and is included in 2017/19 Gedling Plan and is due to be completed by 31 July 2017.
Improve Civic Centre face to face reception facilities	Rosie Caddy		31-Mar-2017	<div><div>100%</div></div>	This project continues in the 2017/19 Gedling Plan
Implement and embed Customer Services standards and charter	Rosie Caddy		31-Mar-2017	<div><div>100%</div></div>	This project will continue and is included in 2017/19 Gedling Plan
Undertake residents' satisfaction survey in 2017 and review approach to consultation	Rosie Caddy		31-Mar-2017	<div><div>100%</div></div>	It has been decided at SLT to conduct this in conjunction with the Gedling Road shows in early 2017 rather than in the 2016/17 year and are rolled forward into the 2017-19 Gedling Plan
Refresh and update the Council's website	Rosie Caddy		31-Mar-2017	<div><div>100%</div></div>	This project continues and is rolled forward into the 2017-19 Gedling Plan and is due to be completed by 31 July 2017.
Ensure the council gets the best deal when negotiating developer contributions	Mike Avery		31-Mar-2017	<div><div>100%</div></div>	
Ensure arrangements are in place to support local residents with the transition to Universal Credit	Duncan Adamson		31-Mar-2017	<div><div>100%</div></div>	

Title	Managed By	Status	Completion Date	Progress Bar	Notes
Explore and where appropriate implement new technology and digital tools to improve efficiency of services	Mark Lane	✓	31-Mar-2017	<div><div>100%</div></div>	
Gather information from each service area about what customer feedback is being gathered (Including complaints and compliments) and how it's being used	Helen Barrington	✓	31-Mar-2017	<div><div>100%</div></div>	
Achieve planned efficiency/budget reduction targets	Mike Hill	✓	31-Mar-2017	<div><div>100%</div></div>	
Create a stronger commercial and entrepreneurial culture – explore new service delivery models that facilitate generation of new income streams/reductions in costs	Mike Hill	✓	31-Mar-2017	<div><div>100%</div></div>	
Put in place measures to encourage customers to access information and service online	Helen Barrington	✓	31-Mar-2017	<div><div>100%</div></div>	

Leader Portfolio

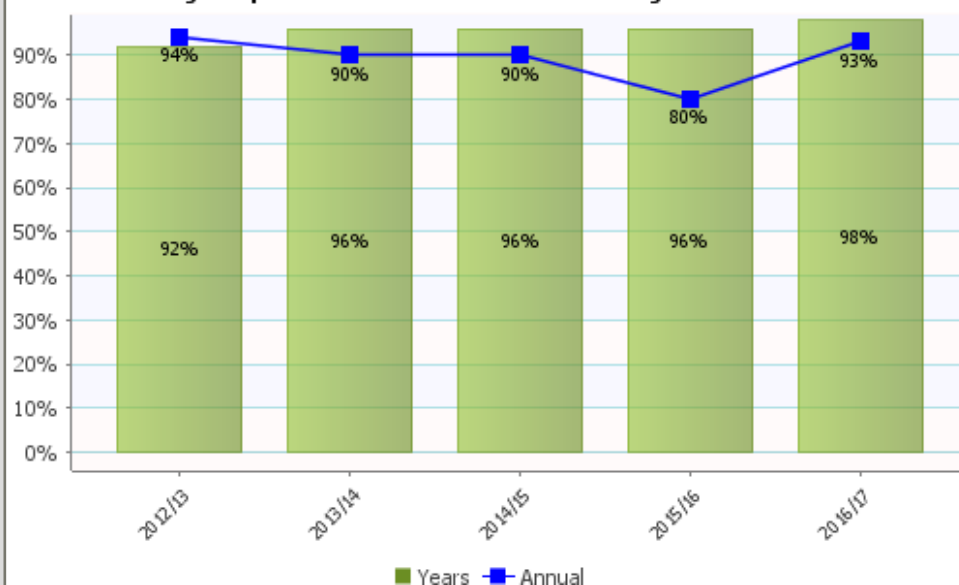
LI 207 Percentage response rate to Individual Electoral Registration household canvass

Managed By	Alec Dubberley	Status	✓
Current Value	Current Target	Trend compared to last period	Trend compared to year ago
98%	93%	↑	↑




Latest Note

Performance against target

LI 207 Percentage response rate to Individual Electoral Registration household canvass



LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total)

Managed By	David Archer	Status	
Current Value	Current Target	Trend compared to last period	Trend compared to year ago
11.73 days	8.00 days		

Latest Note

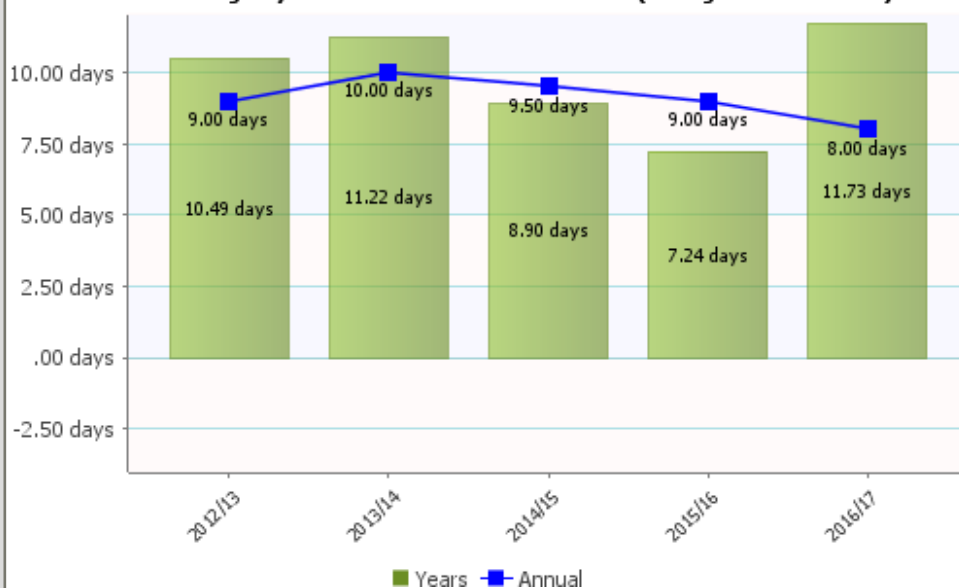
Sickness levels this year are high. For almost half of the year the rate of absence has been heavily influenced by the high number of cases of long term absence. Each case has a significant effect on a service's rate of absence. Even when long term cases of absence have reduced, the underlying rate of sickness has remained high.

Next year's target has been reviewed and stands at 10 days.










The policies relating to absence management are also being reviewed and measures considered that might have a positive impact on attendance during the year 17/18.



Performance against target

LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total)



Actions

Title	Managed By	Status	Completion Date	Progress Bar	Notes
Review current employee engagement and improve/modify where necessary	Rosie Caddy		31-Mar-2017	<div><div>100%</div></div>	
Provide business support for small and medium businesses	Dawn Alvey		31-Mar-2017	<div><div>100%</div></div>	
Promote and encourage registration for and turnout at elections scheduled during 2016-19	Alec Dubberley		31-Mar-2017	<div><div>100%</div></div>	
Develop a range of activities to improve staff health and well-being	David Archer		31-Mar-2017	<div><div>100%</div></div>	
Create a programme of activities to create a more compassionate society across the borough	John Robinson		31-Mar-2017	<div><div>100%</div></div>	
Pursue further opportunities to reduce costs and/or improve services through collaboration with Rushcliffe and Newark and Sherwood Councils and other local authorities and partners	John Robinson		31-Mar-2017	<div><div>100%</div></div>	
Implement recommendations arising from pay and rewards review	Mike Hill		31-Mar-2017	<div><div>100%</div></div>	
Progress findings of feasibility study into provision of a Fourth Trent Crossing	John Robinson		31-Mar-2017	<div><div>100%</div></div>	
Deliver The European funded ERASMUS + apprenticeship project	John Robinson		31-Mar-2017	<div><div>100%</div></div>	Support service continues - 25 businesses supported in since it went live in September 2016.

Title	Managed By	Status	Completion Date	Progress Bar	Notes
					Second cohort of mentoring training delivered - participation by 5 businesses, 4 are going on to gain accreditation.
Ensure the Council plays a leading role and secures tangible benefits from any devolved powers and budgets from Central Government	John Robinson		31-Mar-2017	<div><div>100%</div></div>	
Implement 'Refresh' organisational development programme	John Robinson		31-Mar-2017	<div><div>100%</div></div>	



Report to: Overview and Scrutiny Committee

Subject: Council Plan 2016/17: Overview of Quarter 4 and Year End Performance

Date: 17th July 2017

Author: Director of Organisational Development and Democratic Services.

1. PURPOSE OF THE REPORT

To inform the Overview and Scrutiny Committee of the position against Improvement Actions and Performance indicators in the 2016/2017 Gedling Plan.

2. BACKGROUND

- 2.1. As usual, comprehensive details about current performance against the Gedling Plan can be accessed through the following link on the Council's website:-

<http://www.gedling.gov.uk/aboutus/howwework/prioritiesplansperformance/howisgedlingdoing/>

Members are recommended to view this document which reviews actions, indicators and outcomes for Quarter 4.

- 2.2. A full set of papers that appear on the website have been printed and these reports are available in the Members' Room. They contain explanations of variances from expected performance together with trend arrows for all the performance indicators within the Gedling Plan (note that an upward arrow indicates improved performance, irrespective of whether improvement is represented by a higher or lower value) and progress bars for all Gedling Plan actions showing progress made against project milestones.

- 2.3. The assessment criteria used for actions and indicators is based on red, amber and green traffic light symbols. To be assessed as green performance indicators must be in line with their expected performance at this stage of the year, whilst actions must be on target against the “completed” or “in progress” milestones determined within Covalent.

3. PERFORMANCE INFORMATION

- 3.1 Attached at Appendix 1 is summary of overall progress against priorities and objectives within the 2016-19 Gedling Plan at the end of the 2016/17.

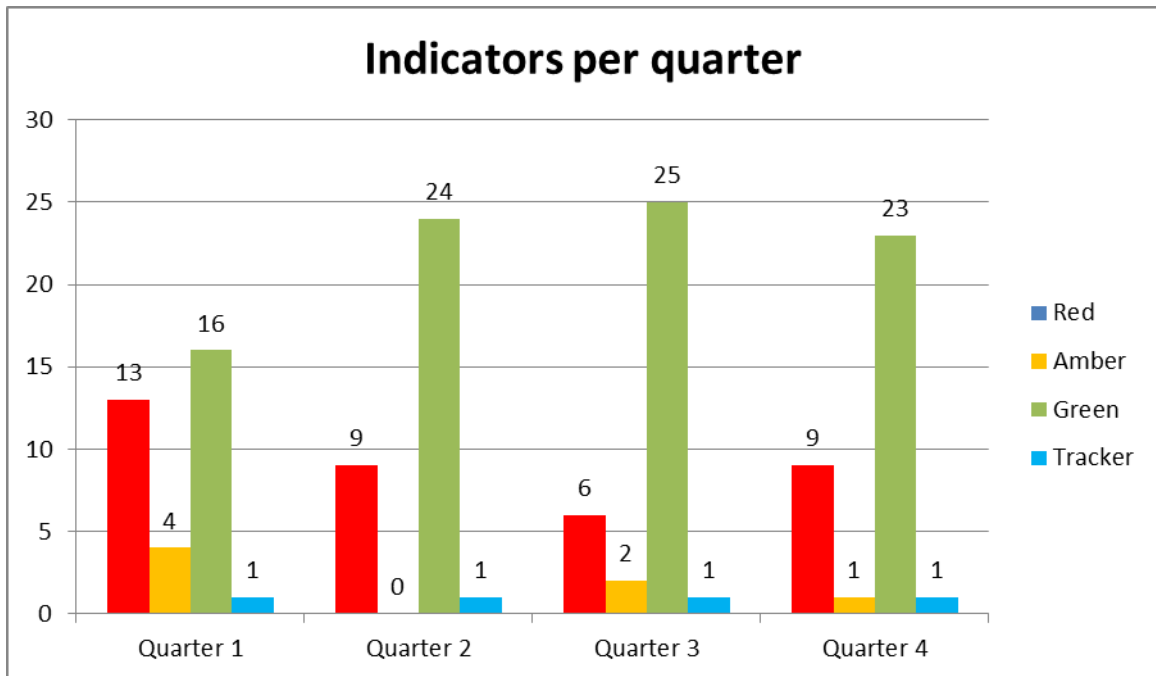
Actions

- 3.2 This is the first occasion we have reported progress at year end against a 3 year Gedling Plan 2016-19. Members will appreciate that some of the actions set out in the Plan are not due to commence until years 2 and 3 of the Plan whilst others will span different years. During 2016/17, progress has been made as expected on 79 of the actions, with only 1 action relating to the review and improvement of temporary housing overdue. Actions which continue and appear in the 2017/18 Gedling Plan are on track and their progress will be reported to Cabinet and Overview and Scrutiny through 2017/18.

Indicators

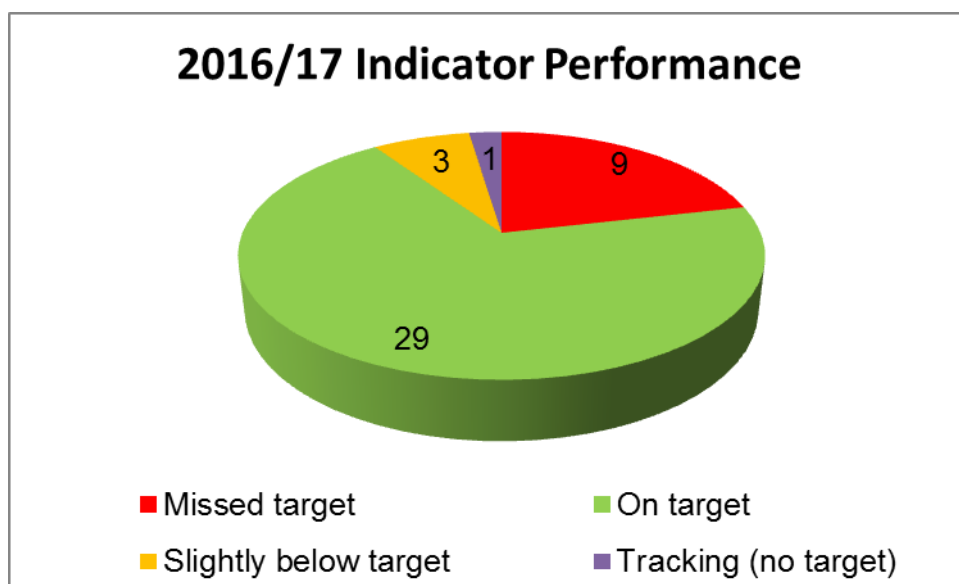
3.3 Quarter 4

The following table shows the status of performance indicators appropriate for quarterly monitoring for each quarter throughout the year. During quarter 4, 23 of the 34 performance indicators that are appropriate for quarterly monitoring met the target and of the remaining 9 are red, 1 is amber and 1 indicator is for tracking purposes only.



3.5 Year End

In addition to the performance indicators which are monitored on a quarterly basis, there are a number of indicators which are reported on an annual basis. The diagram below shows the performance position at the end of the year in respect of all 42 indicators included in the Gedling Plan. Overall performance is good, with 32 of the indicators on target or slightly below target and 9 behind target. Members will recall that at the end of quarter 3, we were predicting 8 performance indicators to miss target at the end of the year.



Performance review

3.6 Examples of particularly positive performance at the end of 2016-17 include:-

- Percentage response rate to Individual Electoral Registration household canvass at 98% is higher than the target of 93% and has increased from 96%
- The number of attendances at Bonington Theatre productions has increased from 22,923 to 28,194 which are also significantly above the annual target of 25,500. The number of theatre shows and events has also increased, rising from 445 to 612 against a target of 400.
- Visits to our leisure centres have increased to 939,055 from 913,587.
- The number of long term empty homes that we have returned to use has increased to 5 from 1.
- Customer satisfaction with the overall customer service at 94.53% has exceeded the target of 85% and increased from 93.54%.
- The percentage of One Stop customers seen within 15 minutes has increased to 89% from 85% and has exceeded its current 83% target.
- The Council has hosted 26 pre apprenticeships (or similar) work experience placements, increasing from 15, and is above the target of 16.
- The percentage of Minor planning applications processed within 8 weeks has increased from 50.33% to 80.5%.
- The proportion of other planning applications processed within 8 weeks has increased from 66.9% to 80%

3.7 Whilst overall performance is good, the following areas are highlighted as being of concern and require focused attention in 2017/18.

Revenues and Welfare

The average time to process new Housing Benefit claims (in calendar days) has increased this year to 14 days. It is anticipated the improved performance seen in quarter 4 will be maintained during 2017/18.

The Housing Needs team transferred to the new Revenues and Welfare Service during 2016. The percentage of households who considered

themselves as homeless who approached the Council and for whom housing advice resolved their situation failed to achieve its target and the average time to process homeless applications (number of working days) is higher than the target. It is hoped that reviewing processes will make them more streamlined and the target can be achieved in 2017/18.

The planned review and improvement of temporary housing has not been fully delivered this year, and discussions are currently taking place regarding taking on two leased properties and bringing another back into use which is expected to be resolved the end of May 2017.

Economic Growth and Regeneration

The number of small and medium sized enterprises supported to recruit their first apprentice did not meet the target of 30 this year. However, 25 employers have received some form of support via the Erasmus Pilot Programme to recruit (or working towards recruiting) their first apprentice.

The reason for the target of 30 not being achieved is that the pilot programme is still in its infancy (went live on 1st September 2016) therefore hasn't been live for the whole of 2016/17 financial year although the target will be based on 12 months delivery. 25 have been achieved in 7 months.

The number of employment agreements and pre-employment arrangements have not delivered the anticipated number of pre-employment training, placements in education, apprenticeship starts and jobs create. However, 3 Employment and Skills Plans have been agreed and targets have been delivered. This work has mainly related to IAG in schools and work experience. Not all indicators have been achieved as the Gedling Colliery site has not gone live yet. However, 13 outcomes have been achieved from contributions from Keepmoat, Woodhead and Bloor Homes, 8 work activities relating to IAG in schools, 2 Jobs Fairs/apprenticeship fairs were held and 3 work experience placements were delivered.

The number of affordable homes delivered were below target, however the site on Cavendish Road will deliver 42 affordable homes by the Autumn, and the three sites Gedling Homes have started to develop will deliver a further 66 units, which should be completed within 12 months.

Sickness absence

The Working Days Lost Due to Sickness Absence (rolling 12 month total) stands at 11.73 days against a target of 8.00 days. Unfortunately sickness levels during 2016/17 were high and for almost half of the year the rate of absence has been heavily influenced by the high number of cases of long term absence. Each case has a significant effect on a service's rate of absence. Even when long term cases of absence have reduced, the

underlying rate of sickness has remained high. The policies relating to absence management are also being reviewed and measures considered that might have a positive impact on attendance during the year 17/18.

Achievements

- 3.8 A separate report is produced highlighting key achievements delivered during quarter 4, focusing on areas where the Council has made a real difference to people's lives. This is attached as Appendix 2 and is available on the Council's website and in hard copy in the Members' Room. The following outcomes are identified for particular attention:

Improved Health Suite at Carlton Forum – the health suite and refurbished changing rooms opened to members of the public in January, and provides a state of the art steam and sauna facility with relaxation area. So far 125 people have taken out membership of the health suite and 2,523 have used it on a pay and play basis.

Disabled swimming lessons – the number of participants continues to grow with positive feedback from customers.

'Excellent disability swimming lessons, instructors are very attentive to children's needs and this has helped them progress'.

'Arnold disability swimming lessons are amazing. A year ago my son was unable to swim and petrified of water. He can now swim 200m, jumps in, puts his head in the water and loves it. All the instructors are truly amazing with each and every child they teach to swim. I never thought I would see the day that my son would love and enjoy swimming. Well done for offering swimming lesson for children with additional needs. The lessons are worth their weight in gold. Highly recommend them to anyone'.

Girls Make It Happen – Celebration Event - A partnership event between Gedling Sports Partnership and Gedling Borough Council was organised to mark the one year anniversary of the Girls Make It Happen project and International Women's Day. The event was held at Carlton Forum Leisure Centre where free swimming was offered to females all day. During the main event, taster sessions of a variety of exercise classes including Zumba, Clubbercise, Fight club and Pound Fit took place. The sessions were all fully attended. The sports hall hosted a series of stalls hosted by local providers, including Change Point, Mapperley Golf Club, Notts. Roller Derby, Gedling Leisure Centres, Notts. Women's Runners and Gedling Sports Partnership.

Gedling Youth Council takes over Council Senior Leadership Team - Gedling Youth Council took up the Children's Commissioner Takeover Challenge this year, opting to take over the Council's Senior Leadership Team

meeting during March 2017. A nominated group of young people delivered a presentation and discussed the key priorities set by the Youth Council. These included young people's mental health, loneliness and isolation; emerging new racial and cultural intolerance; peer pressure and stress caused by the culture of social media; issues of body image and new perceptions of gender; the generation gap caused by technological developments and a subsequent need to develop a curriculum for life to address the above.

Digital Strategy

- Council Tax customers can use online facilities for reporting moving house, single occupier status, disregard and exemptions, special arrangements, changing payment methods and requesting refunds.
- We supported the national Be Online 2017 event on Wednesday 8th March. It was aimed at helping people who don't use the Internet. The event was run by Communications, Customer Services, Economic Development and colleagues in Arnold Job Centre. Another event to support the national initiative is planned for October.
- Gary Bennett presented a session on Cyber Security at the Gedling Business Partnership meeting on Thursday 9th March.

Increasing fuel efficiency - The continuation of procuring and purchasing new more fuel efficient vehicles that meet the latest European Engine Standards to improve air quality and pollution has helped to reduce fuel usage. These include Euro VI refuse freighters with electric binlifts, a Euro VI precinct sweeper and more fuel efficient vans. This along with the use of the ESPO framework to achieve competitive prices and despite increases in fuel prices we have achieved a year end saving of £29,000 on fuel prices

Top Wighay Farm Development Brief – a revised brief for the Top Wighay Farm site has been adopted to help shape the future development on the site. The site was allocated for development in the Aligned Core Strategy, to accommodate housing and employment uses and supported by appropriate infrastructure. The key purpose of preparing a revised brief is to help achieve the range of uses and infrastructure to be provided, in order to guide the future development of the site. The document will be used to determine planning applications relating to the site.

4.1. RECOMMENDATIONS

The Overview and Scrutiny Committee is recommended to:

- Consider, ask questions and identify any actions or indicators that require additional information; and
- Note the progress against Actions and Performance Indicators in the 2016/2017 Gedling Plan.

APPENDICIES

Appendix 1: Summary of Overall progress against priorities and Objectives at year end of 2016/17

Appendix 2: Achievements and Activities

Gedling Plan 2016/19



Th	People	
Ob	Improve health and wellbeing	
Ob	Promote and encourage pride, good citizenship and participation in the local area	
Ob	Reduce antisocial behaviour, crime and the fear of crime	
Ob	Reduce hardship and provide support to the most vulnerable	
Th	Performance	
Ob	Give tax payers value for money	
Ob	Improve the customer experience of dealing with the Council	
Ob	Maintain a positive and productive working environment and strong staff morale	
Th	Place	
Ob	Create more jobs and better access to them	
Ob	Ensure local people are well prepared and able to compete for jobs	
Ob	Provide an attractive and sustainable local environment that local people can enjoy and appreciate	
Ob	Provide more homes	

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Examples of Achievements and Activities

During

Quarter 4 2016/17

PEOPLE

Reduce anti-social behaviour, crime and the fear of crime

Newstead Doorstep Sport Home Office Project - StreetGames rewarded Newstead Doorstep Club with £100 voucher to show their appreciation to the group for ensuring that all final monitoring for the Home Office project was completed. The funding will be used to purchase new sports equipment for the sport sessions held on Monday nights in the village.

Junior Netball for Girls - Mapperley Ladies Netball Club are introducing a new junior section to the club at Carlton Le Willows school. A start up grant of £381 from the Council has been provided to fund facility hire and equipment for the first 10 weeks, support was also provided to promote sessions and offer advice on further funding and qualifications. 26 participants attended the first session.

Girls Activities - Support and funding provided from the Community Relations Service to introduce a girls beginners swimming sessions for 12+ at Calverton Leisure Centre and a casual table tennis session for girls aged 12+ at Carlton Le Willows Academy. The sessions will start in April 2017.

Nottingham Ice Arena Learn to Skate programme - Working in partnership with the Nottingham Ice Arena's learn to skate programme primary schools were identified to be invited to a free learn to skate taster programme. The following schools have been selected to take part in a session after the Easter Holidays; Hawthorn Primary, Arnold Mill Primary and Killisick Junior School.

Safeguarding in Sport Course - A Sports Coach UK Safeguarding in Sport Course was delivered on 22nd March. 19 participants took part in the course a number of them from Carlton Forum Swimming club.

Improve health and wellbeing

Improved Health Suite at Carlton Forum – the health suite and refurbished changing rooms opened to members of the public in January, and provides a state of the art steam and sauna facility with relaxation area. So far 125 people have taken out membership of the health suite and 2,523 have used it on a pay and play basis.

Swimming Lesson Direct Debits introduced – From March we made it possible for people learning to swim to pay for their lessons by direct debit. Not only does this spread the costs through the year it also gives the member unlimited free public swimming to help advance their techniques and skills outside of the instructed session. So far 375 people have moved onto this payment plan. Free Swim sessions continue and are very popular.

New Artificial Grass Pitches – Redhill 3G programme of use - The final programme of use for the new Artificial Grass Pitch at Redhill Leisure Centre has been completed. The Council has been working with the key partner clubs Gedling Southbank FC and Arnold Town FC to ensure they get an equal share of available pitch use. This will also include some access from the professional partner club Nottingham Forest Community Trust. The pitch is scheduled to be handed over on Monday 10th April. Bookings will commence from 18th April.

Increased venue bookings - Future bookings for functions, conferences and meetings at the Richard Herrod Centre are at an all-time high for 2017.

Sportivate membership increasing – Currently there are 204 new members, the highest number we have signed up during the promotion.

Increased visitors at Calverton Leisure Centre – The number of users for 2016/17 has increased by 6,530 compared to the previous year. The total income for the entire financial year has also increased by £17k compared to last year (and this included a 6 week pool closure for refurbishments).

Disabled swimming lessons – the number of participants continues to grow with positive feedback from customers

‘Excellent disability swimming lessons, instructors are very attentive to children’s needs and this has helped them progress’.

‘Arnold disability swimming lessons are amazing. A year ago my son was unable to swim and petrified of water. He can now swim 200m, jumps in, puts his head in the water and loves it. All the instructors are truly amazing with each and every child they teach to swim. I never thought I would see the day that my son would love and enjoy swimming. Well done for offering swimming lesson for children with additional needs. The lessons are worth their weight in gold. Highly recommend them to anyone’.

We Are Here – Calverton Self Esteem Course - Funded by the Members Grants the Self Esteem course successfully ran in Calverton. The courses engage up to 6 individuals, 4 completed the course in Calverton which was held at the Sure start Centre. The feedback from the course was really positive with one individual gaining employment as a result.

Community Health and Wellbeing Newsletter - The first edition of the Community Health and Wellbeing Keep me Posted E-Newsletter was circulated to 390 subscribers. Content included information on Change Point Obesity and Weight Management Service, Health for Teens website, Walking in Gedling, talking therapies and Macmillan support. The newsletter will be circulated quarterly.

Girls Make It Happen – Celebration Event - A partnership event between Gedling Sports Partnership and Gedling Borough Council was organised to mark the one year anniversary of the Girls Make It Happen project and International Women’s Day. The event was held at Carlton Forum Leisure Centre where free swimming was offered to females all day. During the main event, taster sessions of a variety of exercise classes including Zumba, Clubbercise, Fight club and Pound Fit took place. The sessions were all fully attended. The sports hall hosted a series of stalls hosted by local providers, including Change Point, Mapperley Golf Club, Notts Roller Derby, Gedling Leisure Centres, Notts Women’s Runners and Gedling Sports Partnership.

1km Arnot Hill Park Running Route - A new Leaflet has been created to promote the new 1km route in Arnot Hill Park. The route follows the paths around the park making it accessible for all to walk, jog or run around the park. The new route will be promoted at an Easter park event and through social media too.

Launch of Bestwood Village parkrun - As part of the Bestwood Village Healthy Communities programme being delivered by the Council in partnership with local village representatives funding has been allocated to establish a new parkrun at Bestwood Country Park. The first event took place in January and the volunteer organised runs are scheduled every Saturday morning. 928 runners have participated in the first 12 weeks. Bestwood is the third parkrun for Gedling funded by the Council following the established adult and junior parkruns at Gedling Country Park.

Improving food standards - Due to people moving on to other roles and waiting for new people to arrive we have been a little short staffed, but with a little extra evening and weekend work we completed 405 visits and inspections to food businesses which met 100% of our food inspections due in 2016/17. The manager commented that is a fantastic achievement given the circumstances.

Improving disabled peoples' homes - despite staffing changes part way through the year officers completed 77 Disabled Facilities Grants for the year spending over £500,000 assisting residents with disabilities to live independently in their own homes.

Promote and encourage pride, good citizenship and participation in the local area

Ley Street Play Area and Trim Trail - Netherfield Steering Group submitted successful bids to Nottinghamshire County Council's Supporting Communities Programme and WREN for a new play facility for juniors and Toddlers living in Netherfield.. The £32,000 will be used for a Trim Trail and WREN a further £45,738 for the play area.

Construction of the new play facility was completed in opened by the Mayor of Gedling Councillor Sandra Barnes, surrounded by children from Netherfield and St. John the Baptist Primary Schools who helped with the consultation and enjoyed playing on the new facilities.

Friends of Gedling Country Park – The Friends of Gedling Country Park have been successful in their application to Nottinghamshire County Council's 'Supporting Local Communities' fund. Working with GBC, the application will allow the Friends to commission an artist to create a piece of memorial art work for the Memorial Garden at Gedling Country Park.

Gedling Youth Council takes over Council Senior Leadership Team - Gedling Youth Council took up the Children's Commissioner Takeover Challenge this year, opting to take over the Council's Senior Leadership Team meeting during March 2017. A nominated group of young people delivered a presentation and discussed the key priorities set by the Youth Council. These included young people's mental health, loneliness and isolation; emerging new racial and cultural intolerance; peer pressure and stress caused by the culture of social media; issues of body image and new perceptions of gender; the generation gap caused by technological developments and a subsequent need to develop a curriculum for life to address the above. As a result of the meeting:

- Young people will each receive a Bronze Children's Commissioner Takeover Challenge certificate at the next Youth Council meeting
- The Chief Executive pledged to support a series of campaigns relating to the Youth Council priorities.
- Young people to have a more integrated role in the workings of the Council and decision making structures, i.e. Council meetings, Scrutiny.

- A review to be carried out of current Youth Centre Provision, in partnership with the NCC Youth Service.
- Council consultations to be directed through the Youth Council, i.e. the annual Gedling Conversation.
- The Youth Council to host an intergenerational event with the new Seniors Council to help build trust and mutual awareness, recognise and jointly address shared themes, i.e. Loneliness / isolation, mental health and cultural inclusion.

Gedling Seniors Council - An inaugural Seniors Council meeting was held on Friday 31st March 2017, delivered in partnership with the Age UK Aging Well conference and Nottinghamshire County Older Person's Advisory Group meeting. The event was very well attended by both Gedling and Countywide representatives of older voluntary and community groups, and a clear mandate was given to establish a Seniors Council for Gedling with the following focus

- To develop a set of priorities and terms of reference for engagement with the older community and statutory service providers.
- To advocate for services to the older community and promote greater take up of opportunities to older citizens through existing community networks
- To scrutinise and help to shape existing, new and emerging services and raise issues and concerns wherever services are not meeting need.
- To feed into the wider County Older Person's advisory group, particularly in respect of influencing national policy and decision making.

Chinese New Year event - The event was attended by 160 children and their families in January 2017 who took part in a variety of Chinese New Year themed arts and crafts activities. A Lion Dance took place outside the Civic Centre and the event also offered traditional Chinese storytelling and music from artist Ling Peng.

International Women's Day Programme - The Gedling International Women's Day (IWD) programme took place throughout March 2017 and included a range of voluntary, community, business and Council led events.

The programme culminated in the **Recognition and Celebration Event** hosted by the Mayor. The event, drawing on the national theme #BEBOLDFORCHANGE with a local focus on the women's role in a changing multicultural society, was attended by over 100 representatives of local community organisations and their families, women and family support / partner organisations, with a 40% representation from ethnic minority groups, along with members of the LGBTQI and older communities.

A number of successful outcomes were delivered as part of the programme:

- **The Gedling Caribbean Elders Group** is working with Catherine Ross of 'Museumand' The National Caribbean Heritage museum on an upcoming TV documentary and short film, as well an oral history travel stories project with Nottingham Trent University.
- The IWD Film Showing event and month of Women focussed films enhanced local interest in the Bonington Theatre, and the **Prospect Players Vagina Monologues production on 31st March** sold over 100 tickets.

- The **Girls Make It Happen** Women's sport activation event delivered jointly by Gedling Sports partnership and the Council and free taster activities attracted over 300 women and girls through the day, with significant uptake of swimming, badminton and health suite provision and high signup to Buena Vida and GBC led workout sessions.
- **The WE R HERE/New Writers Creative Writing workshop** had a high attendance from women survivors of trauma, raising the profile of that organisation and supporting our current efforts to get the service commissioned.
- Many older people engaged in the IWD programme have signed up to participate in the new Seniors Council, giving a stronger voice to ethnic minorities and older women.
- A month long programme of family after school craft workshops at **The Milk Lounge Breastfeeding Friendly Café** in Arnold
- A **Bulgarian Community Mothers' Day** event
- A **commemorative bench installation in the Gedling Country Park** coordinated by Nottingham City, Netherfield and Gedling WI divisions
- A programme of **women's support and information stalls** in the Foyer of the Civic Centre.

Pride of Gedling Awards arranged in conjunction with the Nottingham Post.

Successful Keep Me Posted campaign – conducted for Council Tax billing for the second year running. Last year the campaign resulted in a reduction of several thousand Council Tax related calls into Customer Services during the billing period. This means that customers who needed to get through on the phones for assistance were able to. In addition last year, it delivered additional efficiencies with an extra 1,000 customers signing up to Keep Me Posted, more direct debits were set up and more change in circumstances were notified to us online.

Successful promotion of cleaning up after your dog by posting an 'April Fool's Video' on Facebook. It had 22,000 views and appeared on 80,000 Facebook pages

Reduce hardship and provide support to the most vulnerable

Initiatives to address loneliness and dementia

Disability Female Football Sessions - Notts County Football in the Community have been awarded funding to deliver Disability Female Football Sessions in Gedling. The sessions have been running at Gedling and Netherfield Day Centres since January 2017.

Bestwood Village Autism Support Group - Support provided to a group of individuals looking to set up a new Autism support group in Bestwood Village. Initial support provided on governance and initial set up costs. The group has been allocated some funding from the Bestwood Village Healthy Communities budget for start-up costs for room hire equipment and training.

Ley Street Day Centre Choir - After a long break in sessions some singing workshops have resumed with Service Users at Ley Street Day Centre in Netherfield. The group have been working with music teacher Jane Ashworth and after just 6 sessions the group was confident

enough to perform to the whole Day Centre. Service Users have enjoyed the sessions immensely, as has the teacher and sessions will continue after Easter with Council staff now looking at how the sessions can be sustained in the longer term.

PERFORMANCE

Improve the customer experience of dealing with the Council

Digital Customer

- Council Tax customers can use online facilities for reporting moving house, single occupier status, disregard and exemptions, special arrangements, changing payment methods and requesting refunds
- The website platform has been upgraded which is an integral part of the website refresh

Digital Council

- Legal Services is now using a digital case management system and has implemented the Single Justice procedure which enables criminal proceedings to be issued on line

Digital Community

- We supported the national Be Online 2017 event on Wednesday 8th March. It was aimed at helping people who don't use the Internet. The event was run by Communications, Customer Services, Economic Development and colleagues in Arnold Job Centre. Another event to support the national initiative is planned for October
- Gary Bennett presented a session on Cyber Security at the Gedling Business Partnership meeting on Thursday 9th March

Improving our customer service -Launched the new and refreshed Customer Promise to aid consistent customer service. Embedment of this has commenced with, presentations at staff briefings, signage in the Council buildings and a video version of the promise on our TV Screens.

Give tax payers value for money

Increasing fuel efficiency - The continuation of procuring and purchasing new more fuel efficient vehicles that meet the latest European Engine Standards to improve air quality and pollution has helped to reduce fuel usage. These include Euro VI refuse freighters with electric binlifts, a Euro VI precinct sweeper and more fuel efficient vans. This along with the use of the ESPO framework to achieve competitive prices and despite increases in fuel prices we have achieved a year end saving of £29,000 on fuel prices.

Generating income – the Council's City and Guilds accredited training section has generated just under £20,000 from selling training courses to other authorities, carrying out safeguarding training for taxi drivers and providing training to local small businesses via ERASMUS.

Maintain a positive and productive working environment and strong staff morale

Employee Success - Our career graded fitter has entered a World Skills UK competition for Heavy Vehicle Engineering. He has initially completed an online test and will know the results on the 2nd May. If he passes this test he will be entered into area finals being held at Stephenson's College Leicestershire in July and if he is successful in the area finals he will go to the national finals at the NEC Birmingham. (probably November 2017).

PLACE

Ensure local people are well prepared and able to compete for jobs

Apprenticeship Success - Our Light Vehicle and Grounds Maintenance Apprentice has completed his first year of a three year apprenticeship.

Create more jobs and better access to them

During quarter four work has progressed on the Local Planning Document to carry forward the protection of appropriate employment sites. Consultation will take place during May/June 2016.

Work has been ongoing during quarter four to progress the planning application for the Gedling Colliery development site - this includes the development of an employment and skills plan for the term of the housing construction phase. Planning application likely to be determined in May 2016.

Economic Growth continues to promote business and financial support initiatives via the Business Keep Me Posted function on a monthly basis. In addition Economic Growth takes details on initiatives to the Gedling Business Partnership on a monthly basis. The department continues to promote the Gedling Apprenticeship Grant.

A letter will be sent to businesses located within the rural areas in Q4 to promote LEADER and the next funding round of the Nottinghamshire County Council Capital Fund.

Meetings have been held with the partnership manager from the Growth Hub to see how we can collaborate more and encourage Gedling based businesses to access support. We are looking at a range of options which including hosting Growth Hub events in the Borough, working on joint events and regular business surgeries at the Civic Centre.

17 employers have received support via the Erasmus+ apprenticeship support service to recruit an apprentice to date.

Provide more homes

Top Wighay Farm Development Brief – a revised brief for the Top Wighay Farm site has been adopted to help shape the future development on the site. The site was allocated for development in the Aligned Core Strategy, to accommodate housing and employment uses and supported by appropriate infrastructure. The key purpose of preparing a revised brief is to help

achieve the range of uses and infrastructure to be provided, in order to guide the future development of the site. The document will be used to determine planning applications relating to the site.

Examination of Local Planning Document – the Local Planning Document was submitted for examination in October 2016 and an Inspector has been appointed by the Secretary of State to undertake the independent examination into whether the document is sound and complies with all the legal requirements. The criteria for soundness are whether the Plan's policies are positively prepared, justified, effective, and consistent with national policies. Hearing sessions have taken place over three weeks during February and March which have allowed interested parties to express their views to the Inspector. The Inspector is now considering whether or not she has sufficient information and can proceed to preparing her report.



Report to: Overview and Scrutiny Committee

Subject: Scrutiny Work Programme

Date: 17th July 2017

Author: Democratic Services Officer

1. PURPOSE OF THE REPORT

To provide an update on the scrutiny work programme and discuss the 2016/2017 programme of scrutiny reviews.

2. COMPLETED SCRUTINY REVIEWS 2015/16

Obesity Review

The report and recommendations arising from this review were presented to Cabinet on the 4th August 2016, and a written response was available at the Overview and Scrutiny Committee on the 21st November 2016. A six month update on the implementation of some of the accepted recommendations was presented to the 8th May Committee. Progress of the recommendations relating to work by Leisure Services was not available. These recommendations are still being developed and an update will be available for the September Committee.

3. SCRUTINY REVIEWS 2016/17

The Overview and Scrutiny Committee carried out two in depth scrutiny reviews, as part of the 2016/2017 work programme. All reviews in the programme have now been completed.

3.1 Final Reports

- **Elderly Persons Working Group; and**

- **Income Generation Working Group**

The final report and recommendations arising from these two working groups are attached at **Appendix 1**. Subject to the approval of this Committee, the report will be submitted to the Cabinet meeting on the 27th July, and the relevant Portfolio Holder will be asked to provide a written response within 28 days of the meeting. This will be available at the 18th September Committee.

3.1 Gedling Councillor Standard

Working Group members: Councillor Collis, Elliott, Miller, Paling, Parr, Scoggie.

This working group which will be developing a set of guidance which will determine standards of behaviour expected from elected members will be starting shortly.

4. SCRUTINY IN COMMITTEE

4.1 Programme of Portfolio Holder Attendance

At the Overview and Scrutiny Committee in 8th May 2017, the continuation of the programme of Portfolio Holder attendance was discussed. It was agreed to continue with the programme, and also that as previously agreed areas of performance within each Portfolio would be identified, and questions for Portfolio Holders submitted in advance of each meeting. A programme of Portfolio Holder attendance for the forthcoming year is currently being developed.

5 PROPOSED REVIEWS 2017/18

5.1 Improving the effectiveness of scrutiny

Although the Committee approved the continuation of the programme it was decided that a working group should be convened to consider the effectiveness of the programme, and to explore other ways of evaluating performance.

5.2 Promoting the transparency of the Council

When considering the continuation of the trial for the recording of meetings, Members proposed that a review should be established that would consider options available that could be used to increase interest in and transparency of Council committees. This would include considering how the use of new technology could be used enhance this.

- 5.3** When establishing a working group to carry out an in-depth review, nominations are invited from members of the Committee, with an open call for the involvement from wider Members not currently sitting on the Overview Scrutiny Committee or Cabinet. Consideration should be given to the inclusion of Youth Council members on this review.

Members are requested

- decide if they would like to convene a working groups to take these suggestions forward; and if so
- consider the membership of the working groups and the inclusion of Youth Council members.

The scrutiny work programme is attached at **Appendix 2**.

6. INFORMATION UPDATES FROM PREVIOUS ITEMS AT COMMITTEE

At the last meeting of the Committee members heard about the actions to support the signing of the Armed Forces Community Covenant. Members invited Councillor Collis as the Council's Policy Advisor for armed forces relationships. Councillor Collis was unable to attend this committee. Members are asked to consider if they would like to invite him to the September Committee.

7. RECOMMENDATION

The Overview and Scrutiny Committee is recommended to:

- Consider and agree the completed scrutiny working group reports
- Note the information relating to the continuation of the Portfolio Holder Programme
- Consider the proposed working groups and the membership.

APPENDICES

Appendix 1A: Elderly Persons Working Group Final Report

1B: Income Generation Working Group Final Report

Appendix 2: Scrutiny work programme

Report to: Overview and Scrutiny Committee

Subject: Report and Recommendations: Elderly Persons Scrutiny Working Group

Date: 17th July 2017

Author: Democratic Services Officer

Working Group Members: Councillors Doyle (Chair), Paling, Walker, Weisz and Scoggie.

Introduction

1. Purpose of the Report

To present the final report and recommendations of the Elderly Person's Working Group.

2. Background

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.

3. Method of Investigation

Members received briefings from Gedling Borough Council officers, Gedling Homes, and Nottinghamshire County Council. Background information was provided using desktop research and Councillor's own experiences.

4. Information

- **Reasons for the Review**

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.

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 a 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**

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 Office of National Statistics. February 2016.

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

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**

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

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

² Nottinghamshire County Council Joint strategic needs assessment

³ Profile of Gedling Borough , Autumn 2016

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.

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.

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.

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 from 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 than 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.

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.

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.

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.

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.

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.

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.

5. Conclusion

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.

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.

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 improved 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.

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.

Recommendations

1. Include information in the Bereavement Services Booklet that will signpost to relevant support services that offer assistance at a critical point in people's lives. Ensure that members of staff in Bereavement Services are aware of the support that is available if they identify a person in need.

2. All frontline members of staff undertake safeguarding training that will help them identify elderly people who appear to be lonely, or who self-neglect, and are in need of support.
3. Ensure 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.
4. Explore the feasibility of establishing a link with major supermarkets where employees may be aware of elderly people in need of support.
5. Investigate the possibility of establishing a 'Men in Sheds' in the south of Gedling.
6. An elected Member attends the Seniors Council and feeds back any information that may help other members to assist elderly constituents in their ward.
7. Members join their GP Patient Participation Group, to promote the 'every contact counts' ethos, and encourage GP surgeries to identify and signpost isolated individuals to support services.
8. Ensure that enhanced safeguarding training is available for taxi drivers to assist them to recognise and support the vulnerable elderly.

Report to: Overview and Scrutiny Committee

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

Date: 17th July 2017

Author: Democratic Services Officer

Working Group Members: Councillors Lawrence (Chair), Paling, Andrews, Miller and Scoggie.

Purpose of the Report

To present the final report and recommendations of the Income Generation Scrutiny working group.

Background

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. 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. 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. Members received briefings from senior officers and information about how other Councils across the country are exploring a wide variety of commercial opportunities.

Why we need to generate additional sources of income

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 the Revenue Support Grant funding from Central Government. 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.

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

1. Generating income through council assets, for example, buildings, parks and open spaces
2. Through service delivery by trading services with other councils, or winning new business to deliver services to other parts of the public sector
3. Through selling commodities¹.

Legal powers to trade

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 powers do not apply to services which an authority is mandated, or has a duty to provide. Councils can charge for these 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 has to be through a trading company and generated profits go back to the council through dividends or service charges.

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. Trading 'outside' the LATCo permits up to 20% of turnover based on a three year average. 'Outside' refers to trading beyond the authority i.e. voluntary and community sector etc. LATCos offer benefits in that any profits can be

¹ Local Government Association. Enterprising Councils

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

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
- Increasing capital revenue income through housing development and economic/employment growth.

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

- I. Strengthening the Council's commercial culture and capability this includes:
 - 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
 - e. Revising the business planning process to encourage income generation proposals in addition to efficiency proposals.
- II. Increasing income from Council's services through trading and charging. Ideas 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
 - f. Housing Development

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

Collaboration with other local authorities is an approach that has been used as a mechanism to save money and protect service standards. A Collaboration Agreements between Rushcliffe, Gedling and Newark and Sherwood d was agreed

Appendix 1B

in 2013. Collaboration allows for the sharing of officer's time and shared service agreements; the feasibility of shared services for legal, elections constitutional services and human resources has been investigated.

Conclusions

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**. 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 schemes feasibility and long term viability is vital.

However, 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. This needs to start at member level. Members felt that they should have an active role in reviewing and challenging any 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.

Nevertheless, 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.

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 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.

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.

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.

Recommendations

The Portfolio of one Cabinet Member is amended to include specific responsibilities and accountability for income generation. In addition there needs to be Member involvement in any initiatives that affect the way services are delivered.

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

Maintain a focus on customer experience; customer loyalty has to be maintained.

A comprehensive review of fees and charges across the authority is undertaken.

Ensure that the authority has expertise to successfully seek out and bid for external funding.

Examples of best practice from other local authorities continue to be studied to make sure that all potential opportunities are considered.

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. <i>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.</i>
	Chargeable additional glass collections. <i>We offer additional boxes on request; there is also the option to take glass to bring sites at supermarkets etc.</i>
	A wheelie bin washing service following the refuse lorry. <i>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</i>
	Selling green waste for composting <i>The waste is contract waste and does not belong to GBC but is used as soil conditioner on the farm that processes it</i>
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, without 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.

Appendix 1
Appendix 1B

Overview and Scrutiny Committee work programme 2017/18

	Programme of Portfolio Holding to account	Performance review		Current reviews	Responses to scrutiny reviews
July 17th	Councillor J Clarke & Cllr M Payne	Quarter 4 data	Work programming	Report and Recommendations Elderly Persons and Income Generation Working Groups.	
September 18th		Quarter 1 data	Complaints		Response to the Elderly Persons and Income Generation Working Groups
November 20th		Quarter 2 data			
January 22nd			Crime and Disorder Scrutiny		
March 19th		Quarter 3 data			6 th month update Elderly Persons and Income Generation Working Groups
May 14 th					

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