



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

Agenda

Overview and Scrutiny Committee

Date: **Monday 9 March 2020**

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 Liz Clunie

Vice-Chair Councillor Paul Feeney

Councillor Sandra Barnes
Councillor Michael Boyle
Councillor Jim Creamer
Councillor Rachael Ellis
Councillor Andrew Ellwood
Councillor Mike Hope
Councillor Simon Murray
Councillor Marje Paling
Councillor Martin Smith
Councillor Sam Smith
Councillor Jennifer Thomas
Councillor Paul Wilkinson

AGENDA

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MINUTES OVERVIEW AND SCRUTINY COMMITTEE

Monday 20 January 2020

Councillor Liz Clunie (Chair)

Councillor Paul Feeney	Councillor Simon Murray
Councillor Sandra Barnes	Councillor Marje Paling
Councillor Jim Creamer	Councillor Martin Smith
Councillor Rachael Ellis	Councillor Sam Smith
Councillor Andrew Ellwood	Councillor Jennifer Thomas
Councillor Mike Hope	

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

Guests in Attendance Councillors Clarke, V McCrossen, Gregory and Fox

71 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

None received.

72 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 11 NOVEMBER 2019

RESOLVED:

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

73 DECLARATION OF INTERESTS.

None.

74 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE

Councillor V McCrossen and Councillor Gregory attended the committee to discuss areas of responsibility and activity in their portfolios.

Councillor McCrossen, Portfolio Holder for Young People and Equalities, comprehensively answered the question relating to the Youth Council and explained that representatives were nominated from schools and youth clubs across the borough, and its role included investigating issues of concern and work to improve facilities for young people. Mental health, environmental sustainability knife crime, loneliness and isolation were issues the Youth Council has chosen to focus on this year.

Other initiatives within the portfolio include supporting concerns around disaffected young people, providing activities during school holidays, working with partners to improve service delivery for young people and activities to improve aspiration in deprived areas. Many of the activities in this portfolio overlap with responsibilities in other portfolios and require joint working.

Councillor Gregory, Portfolio Holder for Community Development, gave an overview of his areas of responsibility. He highlighted the success of the Arnold Christmas market and the Remembrance Day events. He explained Gedling play priorities and how work is undertaken is to engage with different sectors of the community. Due to a decrease in funding sponsorship is being considered for some events and a volunteering scheme is being developed. It was explained that the Community Asset Transfer is proceeding and that this involves a great deal of negotiation with community groups, who require support take on the management of the buildings. There are plans to celebrate VE day and support will be available for the Southwell Ploughing Match which is being held in Newstead this year.

The Heritage Strategy has been published and a Gedling Heritage Way is being developed, work to engage the community in this project is being undertaken. The Gedling Lottery will be launched on the 26th February and 60p in the pound will be paid to good causes, community groups have been invited to be beneficiaries of this new initiative.

Members were informed that Councillors P Barnes and Hollingsworth would be attending the next committee and that they would be contacted with a request for questions and areas for discussion.

Councillor Barnes and Councillor Thomas left the meeting at 6.45 pm.

RESOLVED:

- To thank Councillors McCrossen and Gregory for their presentations
- Note the report; and
- That Councillors P Barnes and Hollingsworth will be attending the next committee to discuss their portfolios.

75

COUNCIL PLAN 2019/20: OVERVIEW OF QUARTER 2

The Director of Organisational Development and Democratic Services introduced a report, which had been circulated in advance of the meeting, summarising performance as at the end of Quarter 2 of the financial year.

Overall performance at the end of Quarter 2 shows that out of a total of 32 indicators 16 were above target 2 were slightly below and 12 missed target.

Examples of particularly positive performance include attendance at the Bonington Theatre, the increase in the Keep me Posted emails and the percentage of major planning applications processed within the 13 week target.

Performance indicators that missed target were discussed, however the Senior Leadership Team considered there were no specific areas of concern. Areas of poor performance included, the average length of time spent in temporary accommodation, a higher than normal volume of rejected loads of recycling and below target additional homes provided.

Notable achievements were highlighted including the success of the injunction against legal encampments and the creation of dedicated social media accounts.

Councillor M Smith left the meeting at 7.05 pm.

RESOLVED:

To note the progress against actions and performance indicators in the 2018/2019 Gedling Plan as at the end of Quarter 2.

76

REVIEW OF COMPLIMENTS AND COMPLAINTS RECEIVED BY THE COUNCIL, AND THE ANNUAL REVIEW LETTER 2019 FROM THE LOCAL GOVERNMENT OMBUDSMAN.

Rosie Caddie, Service Manager, Customer Services and Communications attended the Committee to discuss the Council's complaints process, analysis of complaints received and dealt with by the Council's internal complaints procedure, and the complaints and enquiries received by the Ombudsman 2016/17.

It was explained that customers are encouraged to give feedback, good and bad, in the form of complaints and compliments.

The complaints procedure follows a three tier process

- Where a complaint is not upheld in full or in part at stage 1, the complainant may ask for it to be considered further under stage 2 of the complaints procedure
- If the complainant is not happy with the response at Stage 2 they are entitled to refer to the Local Government Ombudsman

Complaints and compliments received are monitored on a quarterly basis by SLT who can direct or commission further work on specific problems if necessary.

- In 2018/19 compared with 2017/18 around 7% fewer complaints were received
- 88% of complaints were processed in time (1% lower than 2017/18)
- 32% of all complaints were upheld
- 90% of complaints related to staff behaviour
- None of the complaints in respect of 2018/19 made to the Local Government and Social Services Ombudsman have been upheld.

Some service areas receive more complaints due to the nature of their service. Revenues and waste services receive a high volume but less than half are upheld. Some services have very low levels of complaints mainly due to the fact they are not public facing services.

During discussion the following points were highlighted

- Although there is some benchmarking with other authorities this was not very useful as not all authorities recorded complaints in the same way
- Customer Services have reduced their levels of complaints by the employment of a training officer whose role it is to train advisors to enable them to give correct information
- Leisure Services have reduced levels of complaints by analysing data, and addressing underlying issues.

RESOLVED to;

- To thank Rosie Caddy for an informative presentation
- Ask for information regarding complaints relating to waste to be available when the Portfolio Holder attends the committee; and
- Note the information provided.

77

SCRUTINY WORK PROGRAMME

INFORMATION REQUESTED AT THE SEPTEMBER COMMITTEE

- **Fly tipping and use of cover CCTV at Gravelly Hollows**
- **Gedling Homes**
- **Reports and notices**

Members noted the information

SCRUTINY WORKING GROUPS

- **Executive Scrutiny Protocol**
- **Economic Development**

Members of the committee were updated on the progress of the working groups and informed that final reports should be available for the March meeting.

- **Housing Allocations Policy**

Additional members were invited to be included in this consultation which will be starting in February.

- **Flooding**

It was agreed that members' would like to receive information regarding flooding, its impact on communities and the detrimental effect it has on the condition of roads.

SCRUTINY IN COMMITTEE

The scrutiny work programme and the Forward Plan were noted.

RESOLVED to:

- Note the information updates
- Request for information regarding flooding in the borough be presented at the April committee
- Note the work programme and Forward Plan.

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

Members discussed a report that had been circulated in advance of the meeting, which included information on items referred to the chair as required by the constitution.

RESOLVED to:

To note the report.

79 ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 7.45 pm

Signed by Chair:
Date:



Report to: Overview and Scrutiny Committee

Subject: Programme of Portfolio Holder Attendance

Date: 9th March 2020

Author: Democratic Services Officer

1. PURPOSE OF THE REPORT

- I. To consider the areas of responsibility of Councillor Hollingsworth, Portfolio Holder Growth and Regeneration and Councillor P Barnes, Portfolio Holder for Environment as part of the programme of holding the Executive to account.
- II. To consider areas for discussion when Councillor Clarke and Councillor Payne attend the committee on the 27th April.

RECOMMENDATION

The Overview and Scrutiny Committee is recommended to:

- consider, ask questions and comment on the information provided
- thank Councillors Hollingsworth and P Barnes and other guests for their attendance
- discuss and consider areas for examination at the April Committee.

2. BACKGROUND

At the 15th July 2019 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 would also be invited to submit questions for the Portfolio Holder.

3. 2018/2019 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE

- 3.1 Councillors Hollingsworth and P Barnes are attending the committee to give members the opportunity to examine areas of responsibility in their portfolio which includes:

Councillor Hollingsworth – Growth and Regeneration

- Planning policy, development management and building control
- Transportation
- Town centre management and development
- Business improvement, local business engagement, promotion and support
- Housing development
- Employment and skills

Councillor P Barnes – Environment

- Waste management and recycling
- Street cleansing
- Maintenance and development of parks, open spaces, cemeteries and allotments
- Pet cremation
- Energy management and sustainability.

A customised reports detailing performance outcomes for Q3 for the above portfolios is attached at **Appendix 1 and 2**.

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

Councillor Hollingsworth:

- In your capacity as portfolio holder dealing with transportation; how is the Borough Council promoting the development of the derelict mineral line in Gedling /Netherfield into a tram route?

- When the local plan was adopted in 2018 it amended the green belt boundary which brought forward a number of housing allocation sites but Trent Valley residents want to see houses built on brownfield sites and our green spaces protected. What is the council doing to incentivise developers to build on brownfield sites?
- To support Arnold's high street and market, can the council move Arnold Market to line it down the centre of Front Street in front of the shops between Wilko and Costa? All the stall holder and independent shop keeper have requested this as it will increase footfall for both the market stallholders and our high street shops.

Councillor P Barnes

- Air pollution and climate change resulting from higher levels of CO2 in the atmosphere are a major issue that the government and this council will have to address in coming years.
 - I. In relation to transport what has been accomplished in your portfolios over the last year to minimise the amount of NOXI, VOC, HCs being emitted from our council's vehicles fleet?
 - II. What in your relevant portfolio have you planned to do in transferring the smaller vehicles to electric power and how do you see the charging infrastructure of these vehicles changing. Do we currently have enough electricity going through the transformers that supply the depot with electricity to undertake this task?
 - III. What is your preferred source of power to meet the "0" carbon needs of our future fleet of heavy vehicles and how do you propose to advance this change over to "0" carbon emissions?
- In the capital budget for 2020/21 there is a figure of £100,000 for Carbon Reduction Initiatives. As your area of responsibility includes Energy Management and Sustainability can you give some additional outline into how this money will be spent over the next year?

- My understanding when raising with officers the issue of repairs to the equipment at children's play areas is that there is no capital budget set aside to replace such equipment when it reaches the end of its useful life. Instead officers seek external funding via "Friends of" groups or via Section 106 agreements. What is the long term future for those play areas that neither have "Friends of" groups to support them or a location close by to a new housing development?
- The Borough owns a number of unadopted footpaths on land not part of recreation grounds. My understanding is that there is no regular weed spraying on these footpaths. In the past this has led to complaints to councillors about the overgrown nature of these footpaths. Although such footpaths are then cleared on an ad hoc basis there is according to officers no budget to undertake weed spraying on a regular basis. As these footpaths have to have their weeds removed eventually would it be possible to consider establishing a small recurring budget to cover weed spraying on such paths? Possibly a cost neutral exercise in the long run.

Members will also be discussing the response to the Household Recycling Review attached at **Appendix 3** and Waste Services complaints data attached at **Appendix 4**.

4. FUTURE PORTFOLIO HOLDER ATTENDANCE

Councillor Clarke, and Councillor Payne, will be attending the next meeting of the committee to give Members the opportunity to examine their areas of responsibility.

This includes:

Councillor John Clarke - Leader of the Council

- 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 Local Enterprise Partnership, Metro Board, East Midlands Councils, and other key strategic local, regional and national bodies.

- Oversight of the Council's Partnership and Collaboration Agreements with key partners.
- Building and maintaining positive relationships with and between elected Members and employees.
- Promoting and encouraging effective corporate governance and the highest standards of probity.
- Emergency Planning.
- Strategic lead for Economic Development and Inward investment.

**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.
- Commercialisation.
- Communications, marketing and promotion.
- Media relations.
- Customer Services, information and communications technology, including digitalisation.
- Transformation of Council services, processes and governance.
- Social Mobility.

Customised reports detailing performance outcomes for Q3 for the above portfolios is attached at **Appendix 5** to assist Members' identify areas for consideration

APPENDICIES

Appendix 1: Growth and Regeneration

Appendix 2: Environment














Appendix 3: Household Recycling Review

Appendix 4: Complaints Data







Appendix 5: Leader and Deputy Leader




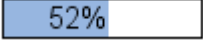

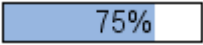

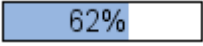

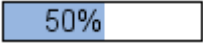

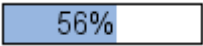



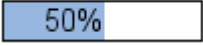

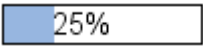

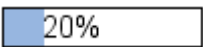

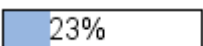
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Quarter 3 Performance Report

PI Status		Action Status		Short Term Trends	
	Alert		Cancelled		Improving
	Warning		Overdue; Neglected		No Change
	OK		Check Progress		Getting Worse
	Unknown		Not Started; In Progress		
	Data Only		Completed		




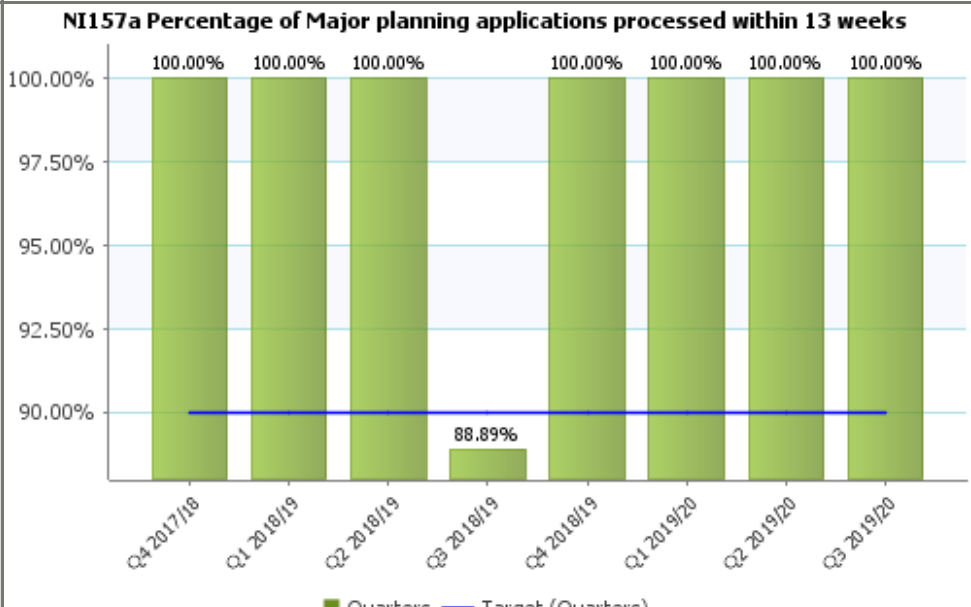
Portfolio Owners Growth and Regeneration




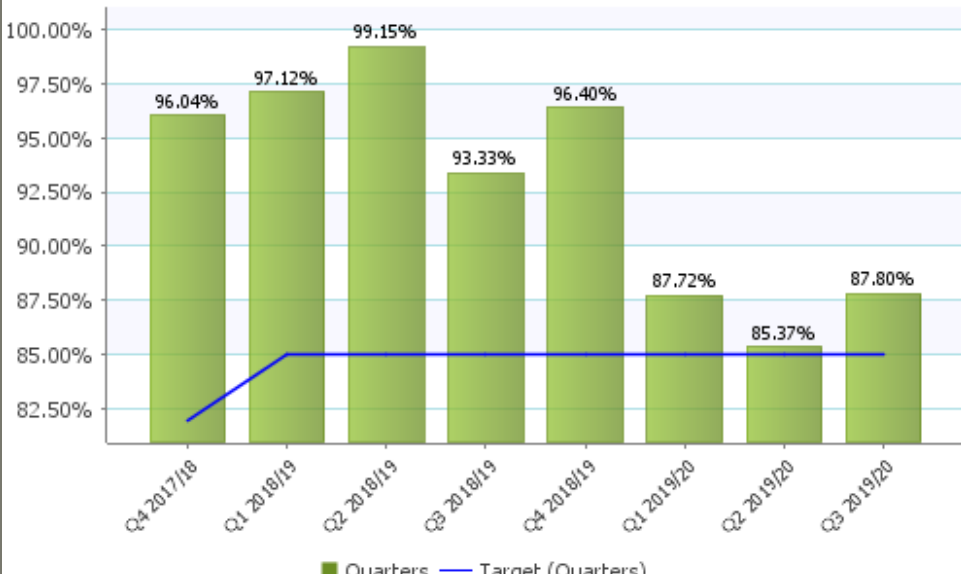
Title	Service Area	Status	Completion Date	Progress Bar	Notes
Facilitate developers to construct more homes including homes for first time buyers and elderly persons housing	Planning Policy		31-Mar-2020	<div><div>53%</div></div>	
Drive the delivery of key housing allocations, including those in the County Council ownership	Economic Growth and Regeneration		31-Mar-2020	<div><div>50%</div></div>	
Facilitate the delivery of infrastructure required to support sustainable housing growth	Planning Policy		31-Mar-2020	<div><div>46%</div></div>	
Identify the opportunities for redeveloping vacant or underused sites for new homes	Economic Growth and Regeneration		31-Mar-2020	<div><div>45%</div></div>	
To explore the development of a Council owned Housing Company	Economic Growth and Regeneration		31-Mar-2020	<div><div>10%</div></div>	
Develop local labour agreements	Economic Growth and Regeneration		31-Mar-2020	<div><div>50%</div></div>	

Support schools to prepare young people for work through career/interview skills days	Economic Growth and Regeneration		31-Mar-2020		
Work with employers and DWP to provide apprenticeships, jobs and specialist events	Economic Growth and Regeneration		01-Sep-2022		
Offer pre-employment work experience placements	Organisational Development		31-Mar-2020		
Work with Nottingham Trent University and delivery of Compact Agreement	Economic Growth and Regeneration		31-Mar-2020		
Identify opportunities to redevelop vacant or underused land for employment uses	Economic Growth and Regeneration		31-Mar-2020		
Support local companies with their business planning and expansion plans	Economic Growth and Regeneration		31-Mar-2020		
Redevelop and operate Arnold Market	Economic Growth and Regeneration		31-Mar-2020		
Protect and enhance viability of town and local centres	Economic Growth and Regeneration		31-Mar-2020		
Enhance the public realm, environment and visitor experience and increase footfall	Economic Growth and Regeneration		31-Mar-2020		
Work with stakeholders to shape the offer of Netherfield Town Centre and Plains road, Mapperley	Economic Growth and Regeneration		31-Mar-2020		
Work with NCC to secure delivery of	Chief Executive		31-Mar-2020		

Gedling Access Road					
Develop in partnership sustainable transport links to reduce congestion and improve air quality	Planning Policy		31-Mar-2020	<div><div>50%</div></div>	
Work with the Metro Partners to bid for funds to extend the tram system to parts of the borough	Economic Growth and Regeneration		31-Mar-2020	<div><div>10%</div></div>	
Review two Conservation Area Appraisals	Planning Policy		31-Mar-2020	<div><div>20%</div></div>	
Develop a list of non-designated Heritage assets	Planning Policy		31-Mar-2020	<div><div>33%</div></div>	
Explore the benefits of designating Gedling Village as a conservation area	Planning Policy		31-Mar-2020	<div><div>50%</div></div>	

Performance Indicators

NI157a Percentage of Major planning applications processed within 13 weeks																					
Service Area	Development Services	Status																			
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters																		
100.00%	90.00%																				
Latest Note																					
Performance against target	<div>NI157a Percentage of Major planning applications processed within 13 weeks</div>  <table><thead><tr><th>Quarter</th><th>Value (%)</th></tr></thead><tbody><tr><td>Q4 2017/18</td><td>100.00%</td></tr><tr><td>Q1 2018/19</td><td>100.00%</td></tr><tr><td>Q2 2018/19</td><td>100.00%</td></tr><tr><td>Q3 2018/19</td><td>88.89%</td></tr><tr><td>Q4 2018/19</td><td>100.00%</td></tr><tr><td>Q1 2019/20</td><td>100.00%</td></tr><tr><td>Q2 2019/20</td><td>100.00%</td></tr><tr><td>Q3 2019/20</td><td>100.00%</td></tr></tbody></table> <div>■ Quarters — Target (Quarters)</div>			Quarter	Value (%)	Q4 2017/18	100.00%	Q1 2018/19	100.00%	Q2 2018/19	100.00%	Q3 2018/19	88.89%	Q4 2018/19	100.00%	Q1 2019/20	100.00%	Q2 2019/20	100.00%	Q3 2019/20	100.00%
	Quarter	Value (%)																			
Q4 2017/18	100.00%																				
Q1 2018/19	100.00%																				
Q2 2018/19	100.00%																				
Q3 2018/19	88.89%																				
Q4 2018/19	100.00%																				
Q1 2019/20	100.00%																				
Q2 2019/20	100.00%																				
Q3 2019/20	100.00%																				

NI157c Percentage of other planning applications processed within 8 weeks																														
Service Area	Development Services	Status																												
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters																											
86.94%	85.00%																													
Latest Note																														
Performance against target	<div>NI157c Percentage of other planning applications processed within 8 weeks</div>  <table><thead><tr><th>Quarter</th><th>Actual Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q4 2017/18</td><td>96.04%</td><td>85.00%</td></tr><tr><td>Q1 2018/19</td><td>97.12%</td><td>85.00%</td></tr><tr><td>Q2 2018/19</td><td>99.15%</td><td>85.00%</td></tr><tr><td>Q3 2018/19</td><td>93.33%</td><td>85.00%</td></tr><tr><td>Q4 2018/19</td><td>96.40%</td><td>85.00%</td></tr><tr><td>Q1 2019/20</td><td>87.72%</td><td>85.00%</td></tr><tr><td>Q2 2019/20</td><td>85.37%</td><td>85.00%</td></tr><tr><td>Q3 2019/20</td><td>87.80%</td><td>85.00%</td></tr></tbody></table>			Quarter	Actual Performance (%)	Target (%)	Q4 2017/18	96.04%	85.00%	Q1 2018/19	97.12%	85.00%	Q2 2018/19	99.15%	85.00%	Q3 2018/19	93.33%	85.00%	Q4 2018/19	96.40%	85.00%	Q1 2019/20	87.72%	85.00%	Q2 2019/20	85.37%	85.00%	Q3 2019/20	87.80%	85.00%
	Quarter	Actual Performance (%)	Target (%)																											
Q4 2017/18	96.04%	85.00%																												
Q1 2018/19	97.12%	85.00%																												
Q2 2018/19	99.15%	85.00%																												
Q3 2018/19	93.33%	85.00%																												
Q4 2018/19	96.40%	85.00%																												
Q1 2019/20	87.72%	85.00%																												
Q2 2019/20	85.37%	85.00%																												
Q3 2019/20	87.80%	85.00%																												

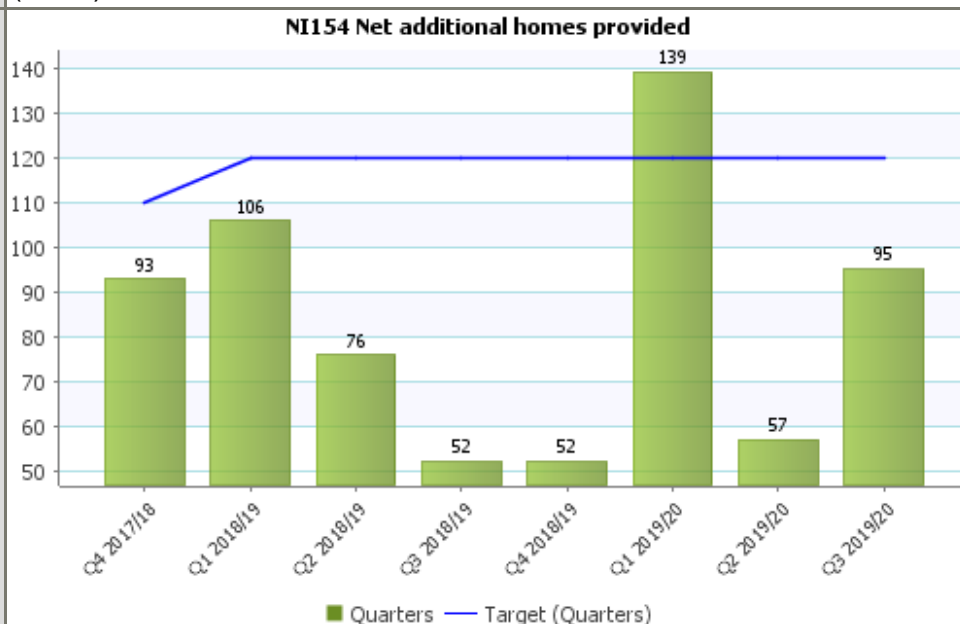
NI154 Net additional homes provided




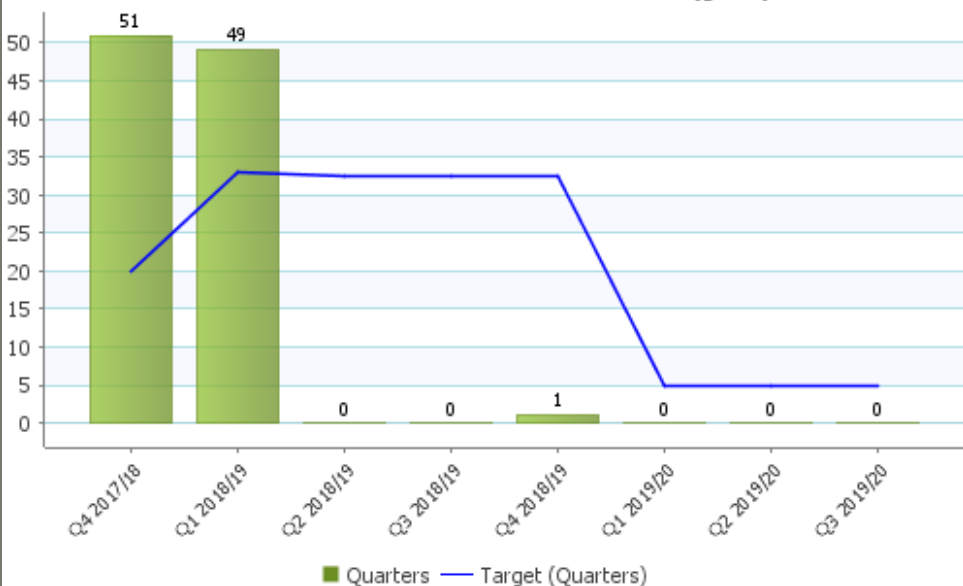
Service Area	Planning Policy	Status	
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters
95	120	↑	↑




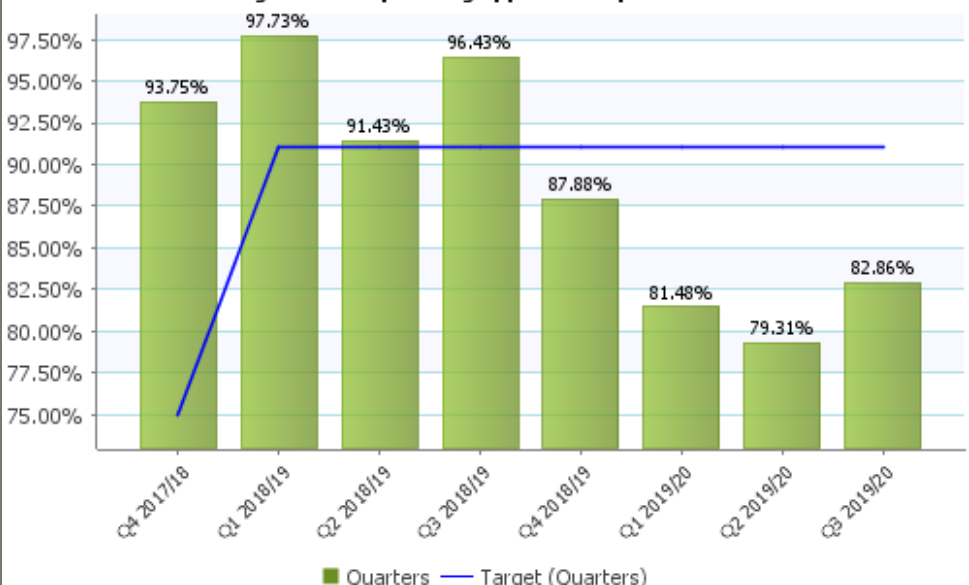
Latest Note

Whilst target hasn't been met, the year to date figure is the highest cumulative quarter 3 figure since the start of the current plan period (2011).

Performance against target



NI155 Number of affordable homes delivered (gross)																														
Service Area	Economic Growth and Regeneration	Status																												
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters																											
0	5																													
Latest Note	<p>Although the figure is zero this quarter, we are expecting at least four the next quarter:</p> <ul style="list-style-type: none">- Jigsaw Homes have acquired the S.106 units at Chase Farm which includes 7 shared ownership properties, of which 4 have already been reserved and should be available for occupation at the end of the calendar year. The further 8 rented units should also be available in Q1 2020. <p>Furthermore, there has been planning permission granted for the following affordable units:</p> <ul style="list-style-type: none">- Jigsaw Homes - Lendrum Court, Burton Joyce – redevelopment of an existing building to deliver 34 units.- Nottingham Community Housing Association - Earl of Chesterfield – redevelopment of the former public house to deliver 8 affordable units.- Longhurst Housing Association – Vale Road, Colwick, Planning application submitted for 25 affordable homes and 10 shared ownership units.																													
Performance against target	<p>NI155 Number of affordable homes delivered (gross)</p>  <table><caption>NI155 Number of affordable homes delivered (gross) - Performance Data</caption><thead><tr><th>Quarter</th><th>Quarters (Actual)</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q4 2017/18</td><td>51</td><td>20</td></tr><tr><td>Q1 2018/19</td><td>49</td><td>33</td></tr><tr><td>Q2 2018/19</td><td>0</td><td>33</td></tr><tr><td>Q3 2018/19</td><td>0</td><td>33</td></tr><tr><td>Q4 2018/19</td><td>1</td><td>5</td></tr><tr><td>Q1 2019/20</td><td>0</td><td>5</td></tr><tr><td>Q2 2019/20</td><td>0</td><td>5</td></tr><tr><td>Q3 2019/20</td><td>0</td><td>5</td></tr></tbody></table>			Quarter	Quarters (Actual)	Target (Quarters)	Q4 2017/18	51	20	Q1 2018/19	49	33	Q2 2018/19	0	33	Q3 2018/19	0	33	Q4 2018/19	1	5	Q1 2019/20	0	5	Q2 2019/20	0	5	Q3 2019/20	0	5
Quarter	Quarters (Actual)	Target (Quarters)																												
Q4 2017/18	51	20																												
Q1 2018/19	49	33																												
Q2 2018/19	0	33																												
Q3 2018/19	0	33																												
Q4 2018/19	1	5																												
Q1 2019/20	0	5																												
Q2 2019/20	0	5																												
Q3 2019/20	0	5																												







NI157b Percentage of Minor planning applications processed within 8 weeks																														
Service Area	Development Services	Status																												
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters																											
82.86%	91.00%																													
Latest Note	The new planning recruits are now in post and performance has improved during Q3. Performance should improve further in Q4 to achieve the local performance indicator.																													
Performance against target	<div>NI157b Percentage of Minor planning applications processed within 8 weeks</div>  <table><thead><tr><th>Quarter</th><th>Quarters (%)</th><th>Target (Quarters) (%)</th></tr></thead><tbody><tr><td>Q4 2017/18</td><td>93.75%</td><td>75.00%</td></tr><tr><td>Q1 2018/19</td><td>97.73%</td><td>91.43%</td></tr><tr><td>Q2 2018/19</td><td>91.43%</td><td>91.43%</td></tr><tr><td>Q3 2018/19</td><td>96.43%</td><td>91.43%</td></tr><tr><td>Q4 2018/19</td><td>87.88%</td><td>91.43%</td></tr><tr><td>Q1 2019/20</td><td>81.48%</td><td>91.43%</td></tr><tr><td>Q2 2019/20</td><td>79.31%</td><td>91.43%</td></tr><tr><td>Q3 2019/20</td><td>82.86%</td><td>91.43%</td></tr></tbody></table>			Quarter	Quarters (%)	Target (Quarters) (%)	Q4 2017/18	93.75%	75.00%	Q1 2018/19	97.73%	91.43%	Q2 2018/19	91.43%	91.43%	Q3 2018/19	96.43%	91.43%	Q4 2018/19	87.88%	91.43%	Q1 2019/20	81.48%	91.43%	Q2 2019/20	79.31%	91.43%	Q3 2019/20	82.86%	91.43%
	Quarter	Quarters (%)	Target (Quarters) (%)																											
Q4 2017/18	93.75%	75.00%																												
Q1 2018/19	97.73%	91.43%																												
Q2 2018/19	91.43%	91.43%																												
Q3 2018/19	96.43%	91.43%																												
Q4 2018/19	87.88%	91.43%																												
Q1 2019/20	81.48%	91.43%																												
Q2 2019/20	79.31%	91.43%																												
Q3 2019/20	82.86%	91.43%																												

Quarter 3 Performance Report




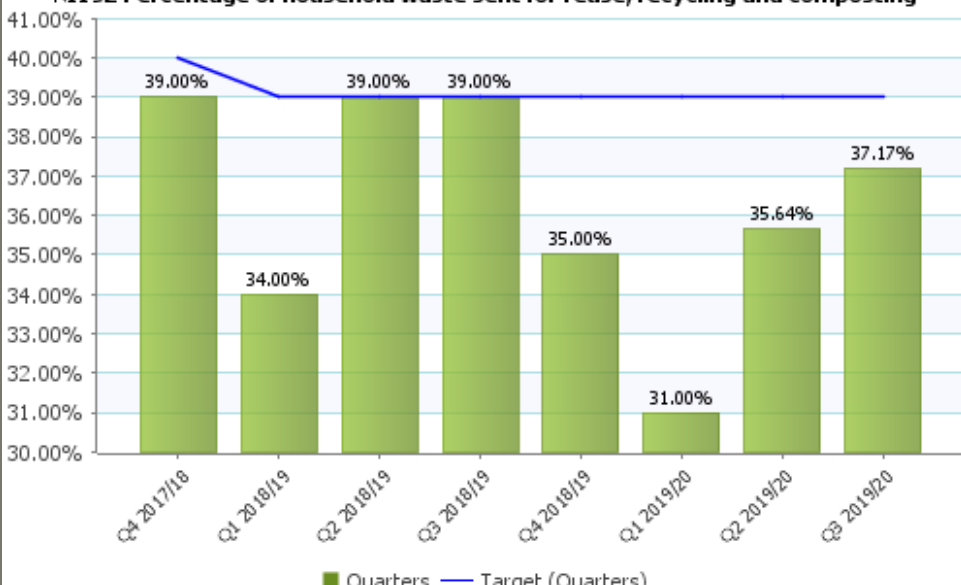
PI Status		Action Status		Short Term Trends	
	Alert		Cancelled		Improving
	Warning		Overdue; Neglected		No Change
	OK		Check Progress		Getting Worse
	Unknown		Not Started; In Progress		
	Data Only		Completed		

Portfolio Owners Environment




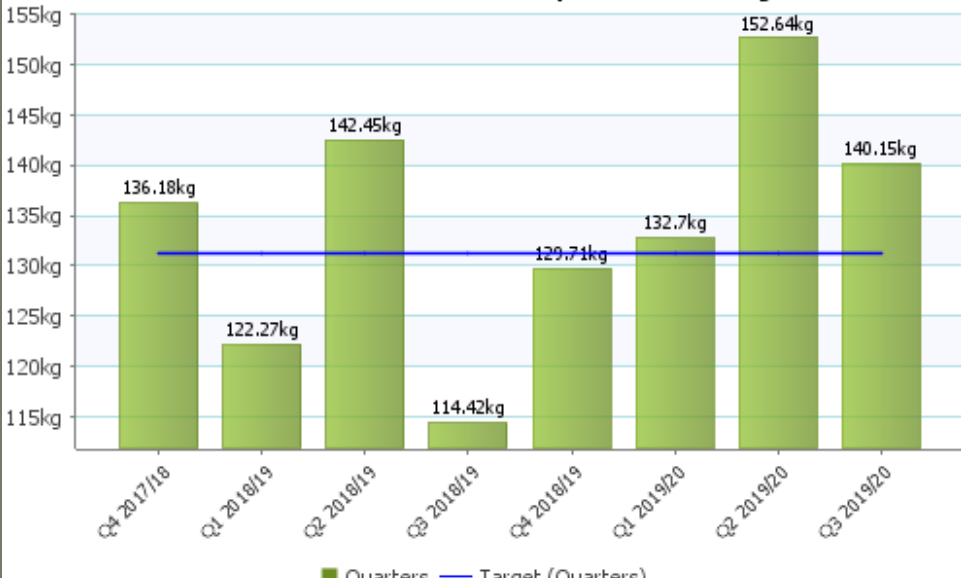
Title	Service Area	Status	Completion Date	Progress Bar	Notes
Further develop the facilities at Gedling Country Park	Director of Health and Community Wellbeing		31-Mar-2020	<div><div>75%</div></div>	
Improve the 'gateways' on key trunk roads into the borough, to enhance the local identity	Director of Finance and Deputy Chief Executive		31-Mar-2020	<div><div>5%</div></div>	
Enhance and maintain existing parks, play areas and open spaces	Parks and Street Care		31-Mar-2020	<div><div>50%</div></div>	
Review the asset stock for Allotments across the borough	Parks and Street Care		31-Mar-2020	<div><div>5%</div></div>	
Increase levels of recycling and reduce contamination levels	Transport and Waste Services		31-Mar-2020	<div><div>60%</div></div>	
Reduce the Council's use of single use plastics	Director of Finance and Deputy Chief Executive		31-Mar-2020	<div><div>42%</div></div>	
Promote and support community based 'clean up' initiatives	Parks and Street Care		31-Mar-2020	<div><div>10%</div></div>	
Deliver the 'Big Spring Clean'	Parks and Street Care		31-Mar-2020	<div><div>5%</div></div>	

Deliver a recycling conference	Director of Finance and Deputy Chief Executive		31-Mar-2020	<div><div></div></div> 0%	
Reduce levels of residual waste collection	Transport and Waste Services		31-Mar-2020	<div><div></div></div> 75%	
Target Investment to improve parks and play areas	Parks and Street Care		31-Mar-2020	<div><div></div></div> 30%	
Raise awareness of our local parks	Parks and Street Care		31-Mar-2020	<div><div></div></div> 40%	
Review the Playing Pitch Strategy	Parks and Street Care		31-Mar-2020	<div><div></div></div> 75%	
Develop Open Space Strategy	Parks and Street Care		31-Mar-2020	<div><div></div></div> 5%	

Performance Indicators

NI192 Percentage of household waste sent for reuse, recycling and composting																														
Service Area	Transport and Waste Services	Status																												
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters																											
37.17%	39.00%																													
Latest Note	The figure has improved but we are still expected to miss target. We are experiencing a higher than normal volume of rejected loads at the recycling depot due to contamination of recyclables. To improve contamination the Council has introduced a number of initiatives in partnership with Veolia and other districts in Nottinghamshire including a simpler recycling information leaflet and clearer information on the bin calendars.																													
Performance against target	<div>NI192 Percentage of household waste sent for reuse, recycling and composting</div>  <table><thead><tr><th>Quarter</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q4 2017/18</td><td>39.00%</td><td>39.00%</td></tr><tr><td>Q1 2018/19</td><td>34.00%</td><td>39.00%</td></tr><tr><td>Q2 2018/19</td><td>39.00%</td><td>39.00%</td></tr><tr><td>Q3 2018/19</td><td>39.00%</td><td>39.00%</td></tr><tr><td>Q4 2018/19</td><td>35.00%</td><td>39.00%</td></tr><tr><td>Q1 2019/20</td><td>31.00%</td><td>39.00%</td></tr><tr><td>Q2 2019/20</td><td>35.64%</td><td>39.00%</td></tr><tr><td>Q3 2019/20</td><td>37.17%</td><td>39.00%</td></tr></tbody></table> <div>■ Quarters — Target (Quarters)</div>			Quarter	Performance (%)	Target (%)	Q4 2017/18	39.00%	39.00%	Q1 2018/19	34.00%	39.00%	Q2 2018/19	39.00%	39.00%	Q3 2018/19	39.00%	39.00%	Q4 2018/19	35.00%	39.00%	Q1 2019/20	31.00%	39.00%	Q2 2019/20	35.64%	39.00%	Q3 2019/20	37.17%	39.00%
Quarter	Performance (%)	Target (%)																												
Q4 2017/18	39.00%	39.00%																												
Q1 2018/19	34.00%	39.00%																												
Q2 2018/19	39.00%	39.00%																												
Q3 2018/19	39.00%	39.00%																												
Q4 2018/19	35.00%	39.00%																												
Q1 2019/20	31.00%	39.00%																												
Q2 2019/20	35.64%	39.00%																												
Q3 2019/20	37.17%	39.00%																												

NI191 Residual household waste per household in Kg

Service Area	Transport and Waste Services	Status																			
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters																		
140.15kg	131.25kg																				
Latest Note	The figure has improved however contamination of recycling bins is still a big concern. Rejected vehicle loads due to contamination are classed as domestic waste and incinerated. The Council has introduced a number of initiatives in partnership with Veolia including a simpler recycling information leaflet and clearer information on the bin calendars.																				
Performance against target	<div><p>NI191 Residual household waste per household in Kg</p><table><tr><th>Quarter</th><th>Value (kg)</th></tr><tr><td>Q4 2017/18</td><td>136.18kg</td></tr><tr><td>Q1 2018/19</td><td>122.27kg</td></tr><tr><td>Q2 2018/19</td><td>142.45kg</td></tr><tr><td>Q3 2018/19</td><td>114.42kg</td></tr><tr><td>Q4 2018/19</td><td>129.71kg</td></tr><tr><td>Q1 2019/20</td><td>132.7kg</td></tr><tr><td>Q2 2019/20</td><td>152.64kg</td></tr><tr><td>Q3 2019/20</td><td>140.15kg</td></tr></table><p>■ Quarters — Target (Quarters)</p></div>			Quarter	Value (kg)	Q4 2017/18	136.18kg	Q1 2018/19	122.27kg	Q2 2018/19	142.45kg	Q3 2018/19	114.42kg	Q4 2018/19	129.71kg	Q1 2019/20	132.7kg	Q2 2019/20	152.64kg	Q3 2019/20	140.15kg
Quarter	Value (kg)																				
Q4 2017/18	136.18kg																				
Q1 2018/19	122.27kg																				
Q2 2018/19	142.45kg																				
Q3 2018/19	114.42kg																				
Q4 2018/19	129.71kg																				
Q1 2019/20	132.7kg																				
Q2 2019/20	152.64kg																				
Q3 2019/20	140.15kg																				

Responses to Scrutiny Review Recommendations

Report to Overview Committee

Title of the review: Household Refuse Recycling

Date review completed: 11 March 2019

Date Presented to Cabinet: 1 August 2019

Portfolio Holder: Councillor Barnes

Chair of the review group: Councillor Feeney

Officer supporting the review: Helen Lee

Response due to the Overview Committee (28 days):

Guidance

The final report and recommendations from the above review have been considered by Cabinet and a written response to the recommendations from the responsible Cabinet Member to the Overview Committee is required within twenty eight days of the date the review was presented to Cabinet.

If you need any further assistance in completing this response please contact the Officer that supported the review

Recommendation 1

Funding should be made available to employ an officer to assist in increasing recycling rates. This role could include:

- I. Travelling with crews to carry out a proactive role with residents when contaminated bins are located**
- II. Using available performance-data effectively to prioritise areas with low recycling or high contamination rates to provide targeted communications to residents.**
- III. Improving communication and education campaigns by making the additional costs associated with dealing with contaminated recycle waste more explicit . Publicise statistics relevant to Gedling regarding contamination rates and the effect this has on recycling targets.**

APPENDIX 3

- IV. **Work with children and young people to introduce sessions in schools, youth clubs and other similar organisations to achieve a better understanding of their attitude to minimising waste, reuse and recycling, and to improve their engagement.**
- V. **Provide information on activities the Council is taking on wider policy issues such as waste reduction/single use plastic.**
- VI. **Review the Councils website so that it encourages residents to reduce waste, re use and recycle effectively including what can and cannot be recycled and importantly the implications of getting it wrong.**

To be completed after the report has been presented to Cabinet

(Please tick) Recommendation Accepted ☐ Partly accepted ☒ Do not accept ☐

The Council used to employ a Recycling Officer before the austerity measures and reductions in government funding were forced upon local authorities. The Cabinet agrees in principle that the employment of a Recycling Officer would be worthwhile and have benefit to addressing some of our contamination issues. However this needs to be assessed against a full review of the staffing of the Environmental Services team in the coming months.

Recommendation 2

Officers look further into electronic surveillance systems on all new waste vehicles to enable the viewing and recording of waste being deposited into individual residents' bins.

Part 1 – to be completed after the report has been presented to Cabinet

(Please tick) Recommendation Accepted ☐ Partly Accepted ☐ Do not accept ☒

Waste vehicles already come equipped with cameras to aid manoeuvrability and record activity to defend against allegations of accidents or vehicle damage. This suggested approach would be too expensive to add to the existing vehicle fleet, but technology is developing all of the time and it would be no surprise if new vehicles were to be delivered with this technology included.

However the main issue with this approach is twofold. Firstly, once a bin is emptied into the back of the lorry then it is too late to reject the bin, and the loaders are not allowed to access the truck to retrieve contaminants for health and safety reasons. Secondly, bins are not readily identified and it is sometimes unclear as to which property it belongs to.

Recommendation 3

Issuing an updated recycling wheel to all residents.

Part 1 – to be completed after the report has been presented to Cabinet

(Please tick) Recommendation Accepted ☐ Partly Accepted ☒ Do not accept ☐

Recycling is dictated by the County Council contract with Veolia, and there is a Countywide contamination working group that reviews and agrees all advertising and messaging regarding contamination and recycling issues. An updated recycling wheel was considered by the working group a few months ago, but was rejected due to cost.

With this in mind, Gedling officers will consider the best approach to deliver further recycling advice for our residents.

Recommendation 4

Promote the recycling message on paper communications from the Council e.g. envelopes, inside the envelope with the Council tax bill.

Part 1 – to be completed after the report has been presented to Cabinet

(Please tick) Recommendation Accepted ☐ Partly Accepted ☒ Do not accept ☐

This is agreed in principle, and officers will review the options available for promoting the recycling message on paper communications. Some services, for example the printing and distribution of Council tax bills, are delivered externally and discussions will need to be held with the relevant supplier, particularly as a number of inserts are already included with the bill.

The Council does already advertise recycling via the Contacts magazine, the TV screens in council-owned buildings, and the website.

Recommendation 5

Ensure that waste and recycling are part of the landlord's registration scheme requirements and that landlords are required to display information on waste collection and recycling

Part 1 – to be completed after the report has been presented to Cabinet

(Please tick) Recommendation Accepted ☐ Partly Accepted ☒ Do not accept ☐

There is no requirement for private landlords to register their properties, hence the Council has recently introduced the Selective Licensing scheme in Netherfield as a pilot. Condition 15 of the selective licence states:

“Dealing with Rubbish:

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

- *What day refuse collections take place*
- *What type of bins to use for household and recycling waste*
- *Details of the council’s bulky waste collection service*
- *The occupier’s responsibility to put bins out no earlier than 4pm on the day before collection and to return refuse containers within the boundary of the property by 8am the day after they are emptied*
- *That occupiers should make arrangements for any extra rubbish that cannot fit in the bins to be collected and/or disposed of as soon as is reasonably possible and ensure that such rubbish, where possible, is stored at the rear of and within the boundary of the property until collection/disposal*
- *The licence holder shall ensure so far as is reasonably possible, that the occupiers make arrangements for the collection of waste in accordance with these provisions and, when the property is unoccupied, adhere to these provisions him/herself.”*

This condition only applies to landlords who have received a selective licence from the Council, which is currently around 90 homes.

Officers are addressing the issues associated with bins on a case by case basis when administering the licence, and have been liaising with the Community Protection team and Locality Co-ordinator as any issues arise.

Recommendation 6

Use Council premises, such as leisure and community centres, to improve communication with residents and to provide information ensuring that they recycle correctly themselves to promote a good example.

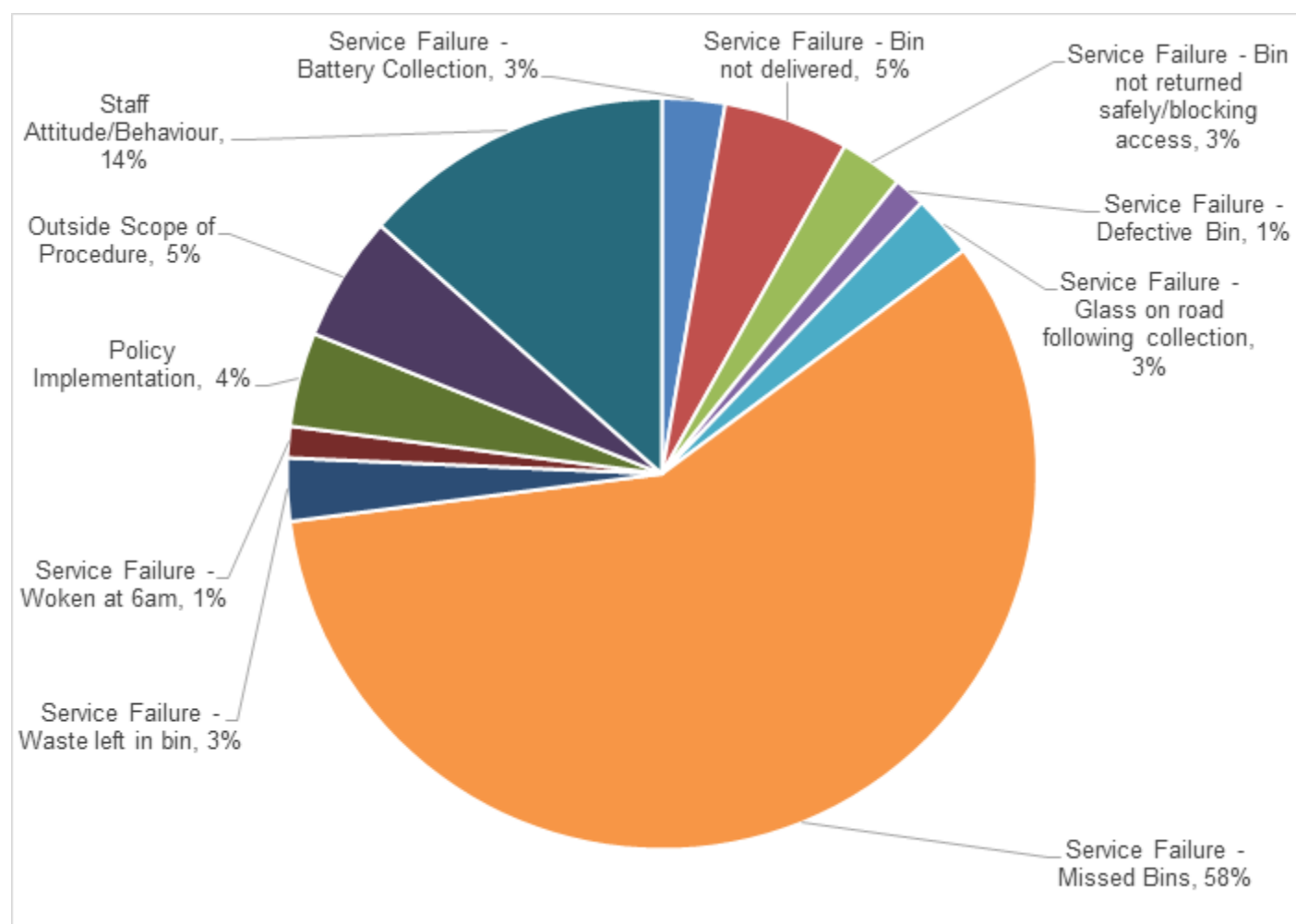
Part 1 – to be completed after the report has been presented to Cabinet

(Please tick) Recommendation Accepted ☒ Partly Accepted ☐ Do not accept ☐

All recycling operations and promotional material will be reviewed at council-owned premises. Veolia are currently working on a short video that we will be able to use on our internal TV screens in the Civic Centre and Leisure Centres.

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Waste – Nature of Complaints 2018/19
















Waste - % of upheld complaints broken down by nature








Nature	% of complaints upheld
Service Failure - Battery Collection	100%
Service Failure - Bin not delivered	50%
Service Failure - Bin not returned safely/blocking access	50%
Service Failure - Defective Bin	100%
Service Failure - Glass on road following collection	0%
Service Failure - Missed Bins	47%
Service Failure - Waste left in bin	0%
Service Failure - Woken at 6am	0%
Policy Implementation	0%
Outside Scope of Procedure	0%
Staff Attitude/Behaviour	40%






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Quarter 3 Performance Report




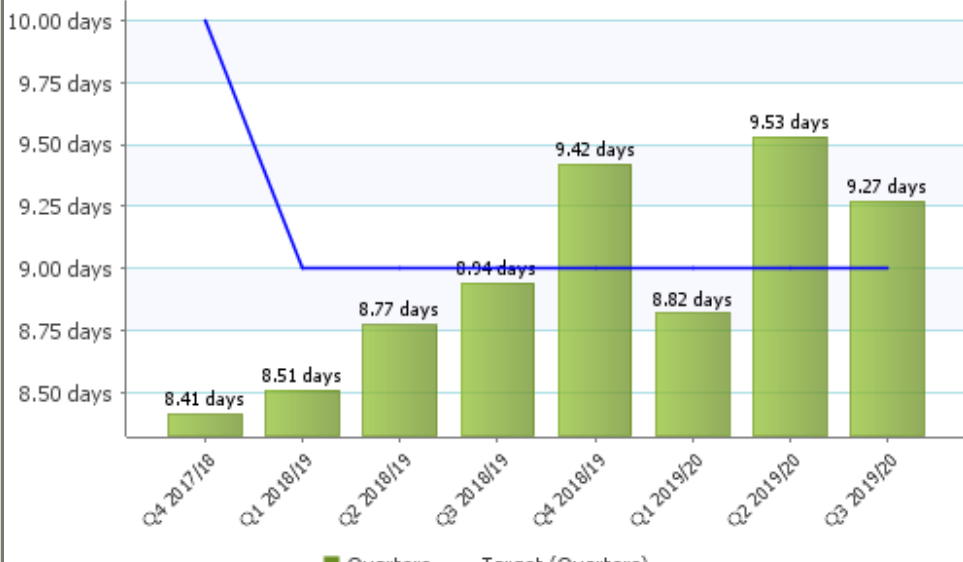
PI Status		Action Status		Short Term Trends	
	Alert		Cancelled		Improving
	Warning		Overdue; Neglected		No Change
	OK		Check Progress		Getting Worse
	Unknown		Not Started; In Progress		
	Data Only		Completed		

Portfolio Owners Leader Portfolio

Title	Service Area	Status	Completion Date	Progress Bar	Notes
Deliver the Pride of Gedling Awards	Customer Services and Communications		31-Mar-2020	<div><div>30%</div></div>	
Introduce and implement a Workforce Strategy	Organisational Development		31-Mar-2020	<div><div>0%</div></div>	
Develop strong, fair employment policies	Organisational Development		31-May-2020	<div><div>63%</div></div>	
Drive and encourage the delivery of key employment allocations	Economic Growth and Regeneration		31-Mar-2020	<div><div>50%</div></div>	
Promote employment sites to inward investors	Economic Growth and Regeneration		31-Mar-2020	<div><div>50%</div></div>	
Maximise employment opportunities including retail and leisure	Economic Growth and Regeneration		31-Mar-2020	<div><div>26%</div></div>	
Identify the key interventions required to ensure Arnold town centre and the borough's local centres remain vibrant and sustainable	Economic Growth and Regeneration		31-Mar-2020	<div><div>47%</div></div>	

Develop Carlton Square to create an attractive and vibrant environment	Economic Growth and Regeneration		31-Mar-2020	<div><div style="width: 85%;">85%</div></div>	
Facilitate inward investment at Colwick Industrial Park to deliver new retail and leisure	Economic Growth and Regeneration		31-Mar-2020	<div><div style="width: 50%;">50%</div></div>	
Identify investment opportunities for new business visits	Economic Growth and Regeneration		31-Dec-2020	<div><div style="width: 44%;">44%</div></div>	
Develop an 'Account Management' profile for key businesses	Economic Growth and Regeneration		31-Mar-2020	<div><div style="width: 75%;">75%</div></div>	
Deliver an Awards ceremony to recognise building and design excellence	Development Services		31-Mar-2020	<div><div style="width: 0%;">0%</div></div>	

Performance Indicators

LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total)																					
Service Area	Organisational Development	Status																			
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters																		
9.27 days	9.00 days																				
Latest Note	<p>There has been a slight improvement over the last quarter.</p> <p>Flu jabs have been administered during this quarter and the profile of sickness/ attendance remains high in terms of senior managers' interest.</p>																				
Performance against target	<div><div><div>LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total)</div><table><caption>LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total)</caption><thead><tr><th>Quarter</th><th>Working Days Lost (days)</th></tr></thead><tbody><tr><td>Q4 2017/18</td><td>8.41</td></tr><tr><td>Q1 2018/19</td><td>8.51</td></tr><tr><td>Q2 2018/19</td><td>8.77</td></tr><tr><td>Q3 2018/19</td><td>8.94</td></tr><tr><td>Q4 2018/19</td><td>9.42</td></tr><tr><td>Q1 2019/20</td><td>8.82</td></tr><tr><td>Q2 2019/20</td><td>9.53</td></tr><tr><td>Q3 2019/20</td><td>9.27</td></tr></tbody></table><p>■ Quarters — Target (Quarters)</p></div></div>			Quarter	Working Days Lost (days)	Q4 2017/18	8.41	Q1 2018/19	8.51	Q2 2018/19	8.77	Q3 2018/19	8.94	Q4 2018/19	9.42	Q1 2019/20	8.82	Q2 2019/20	9.53	Q3 2019/20	9.27
Quarter	Working Days Lost (days)																				
Q4 2017/18	8.41																				
Q1 2018/19	8.51																				
Q2 2018/19	8.77																				
Q3 2018/19	8.94																				
Q4 2018/19	9.42																				
Q1 2019/20	8.82																				
Q2 2019/20	9.53																				
Q3 2019/20	9.27																				










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Quarter 3 Performance Report

PI Status		Action Status		Short Term Trends	
	Alert		Cancelled		Improving
	Warning		Overdue; Neglected		No Change
	OK		Check Progress		Getting Worse
	Unknown		Not Started; In Progress		
	Data Only		Completed		




Portfolio Owners Deputy Leader Resources and Reputation

Title	Service Area	Status	Completion Date	Progress Bar	Notes
Engage with the National Social Mobility Commission	Director of Health and Community Wellbeing		31-Mar-2020	<div><div>50%</div></div>	
Improve social mobility by working with stakeholders and the Social Mobility Regional Commissioner	Director of Health and Community Wellbeing		31-Mar-2020	<div><div>15%</div></div>	
Develop a Social Mobility Action Plan	Director of Health and Community Wellbeing		31-Mar-2020	<div><div>0%</div></div>	
Use customer data and feedback to improve services	Customer Services and Communications		31-Mar-2020	<div><div>65%</div></div>	
Undertake a residents' satisfaction survey to seek the views of residents on council services	Customer Services and Communications		31-Dec-2019	<div><div>100%</div></div>	
Create a data hub to develop and target services	Organisational Development		30-Nov-2019	<div><div>100%</div></div>	
Deliver the efficiency programme	Director of Finance and Deputy Chief Executive		31-Mar-2020	<div><div>65%</div></div>	

Delivery of the Commercialisation Strategy	Director of Finance and Deputy Chief Executive		31-Mar-2020	<div><div>51%</div></div>	
Identify new income opportunities and maximise current income streams	Director of Finance and Deputy Chief Executive		31-Mar-2020	<div><div>58%</div></div>	
Implement the Demand Management Strategy	Director of Organisational Development and Democratic Services		31-Mar-2020	<div><div>52%</div></div>	
Develop and implement Capital Strategy	Financial Services		31-Mar-2020	<div><div>10%</div></div>	
Develop and implement the procurement and contract management strategy	Financial Services		31-Mar-2020	<div><div>50%</div></div>	
Implement the Agile Working strategy	Director of Organisational Development and Democratic Services		31-Mar-2020	<div><div>70%</div></div>	
Implementation of the Digital Strategy	Customer Services and Communications		31-Mar-2020	<div><div>52%</div></div>	
Invest in digital Infrastructure	Customer Services and Communications		31-Mar-2020	<div><div>42%</div></div>	
Review the provision of public toilets	Property Services		31-Mar-2020	<div><div>15%</div></div>	

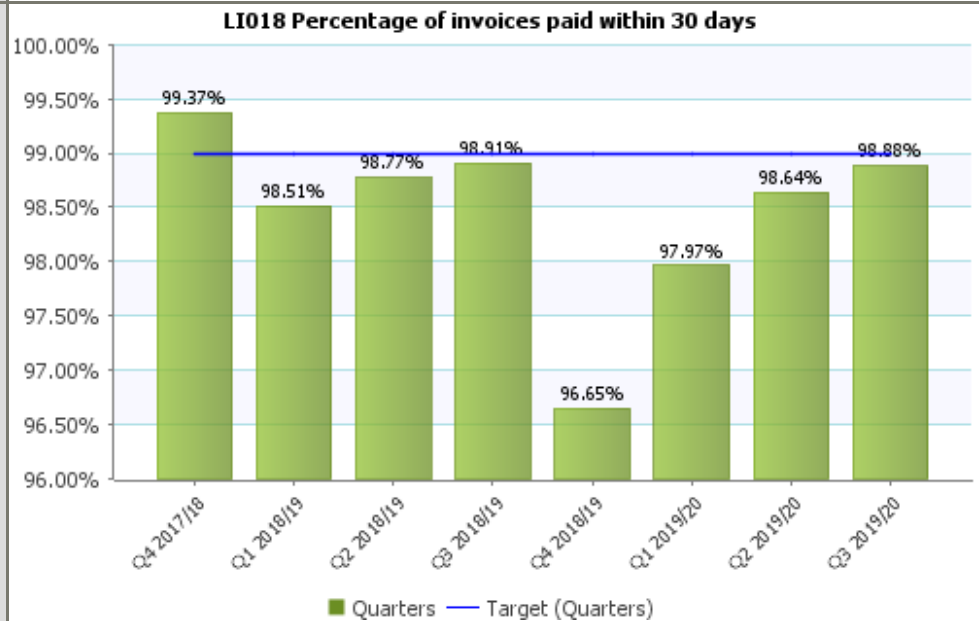
Performance Indicators

LI018 Percentage of invoices paid within 30 days




Service Area	Financial Services	Status	
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters
98.88%	99.00%		

Latest Note

Performance against target

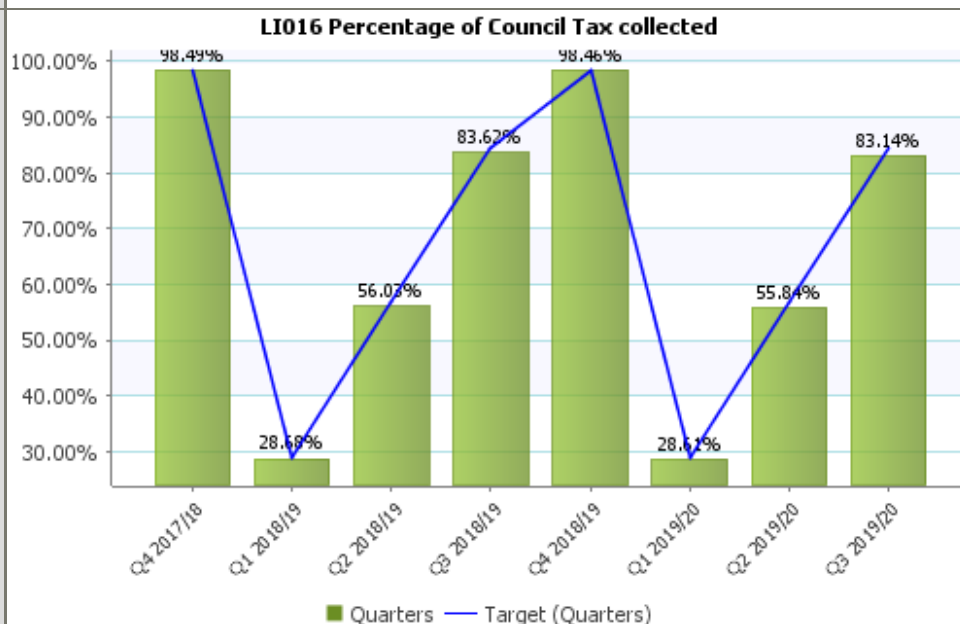


LI016 Percentage of Council Tax collected




Service Area	Revenues and Welfare Support	Status	
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters
83.14%	84.40%		

Latest Note

Performance against target

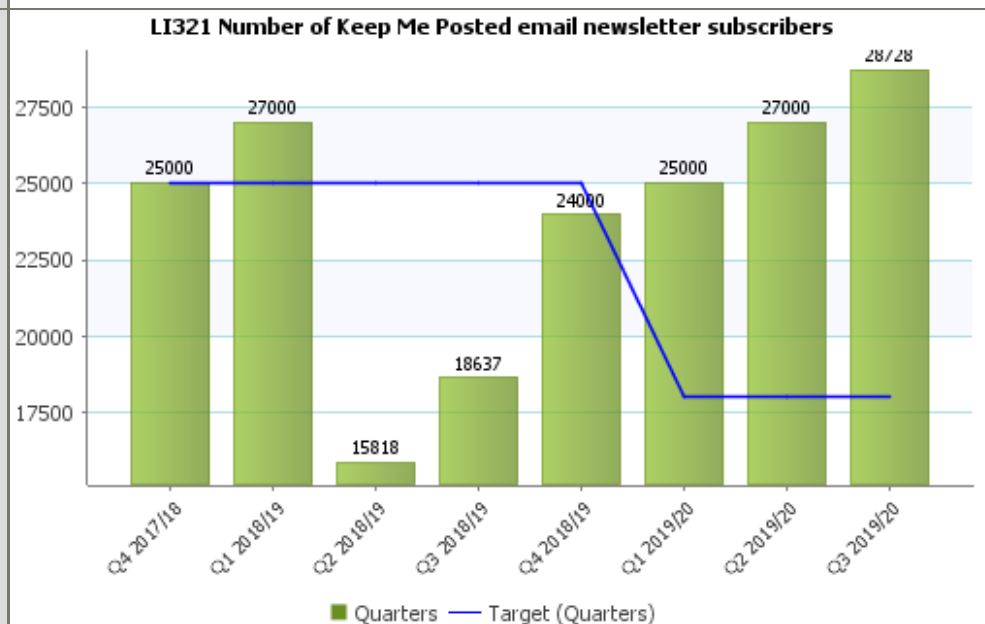


LI321 Number of Keep Me Posted email newsletter subscribers




Service Area	Customer Services and Communications	Status	
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters
28728	18000		

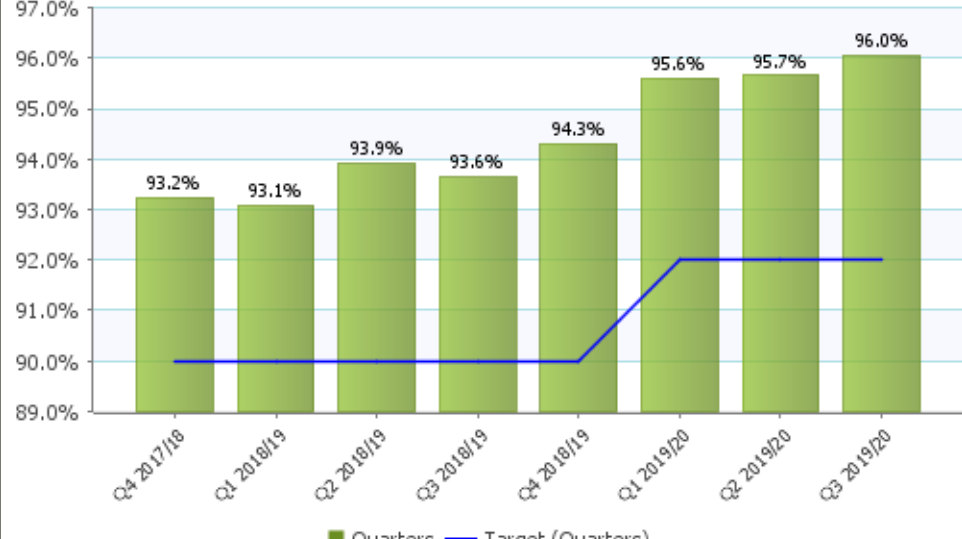
Latest Note

Performance against target






LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total

Service Area	Customer Services and Communications	Status	
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters
96.0%	92.0%		

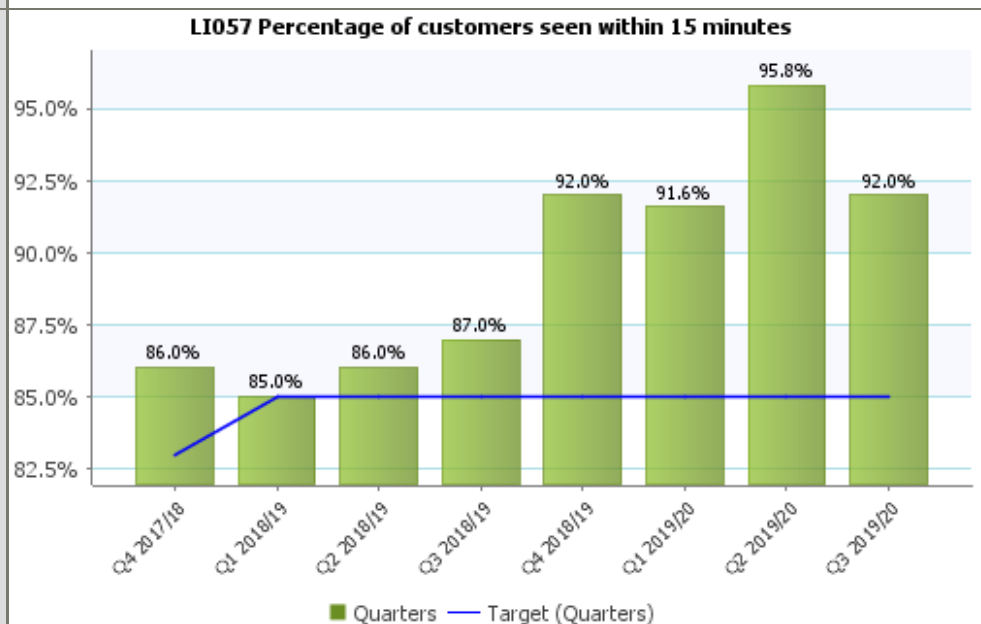
Latest Note	<p>LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total</p>  <p>Performance against target</p>
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LI057 Percentage of customers seen within 15 minutes




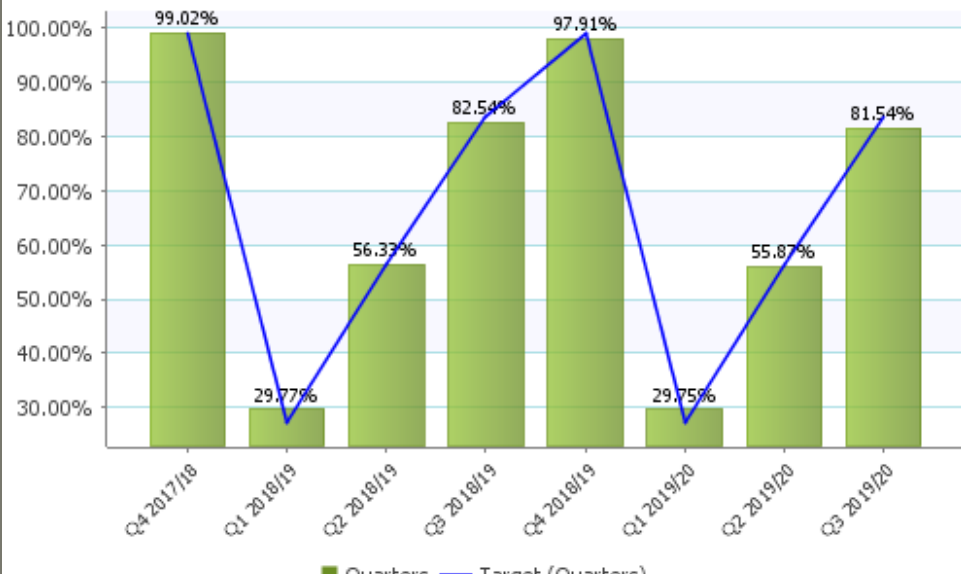
Service Area	Customer Services and Communications	Status	
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters
92.0%	85.0%		

Latest Note

Performance against target



LI017 Percentage of Business Rates Collected

Service Area	Revenues and Welfare Support	Status																											
Current Value	Current Target	Trend Compared to Last Period	Trend Compared to Average of Previous 4 Quarters																										
81.54%	83.42%																												
Latest Note	1.88% below estimate. These can be attributed to normal fluctuations and it is expected that the target of 98.9% will be reached by 31st March 2020.																												
Performance against target	LI017 Percentage of Business Rates Collected																												
	 <table><caption>LI017 Percentage of Business Rates Collected Data</caption><thead><tr><th>Quarter</th><th>Actual Percentage</th><th>Target Percentage</th></tr></thead><tbody><tr><td>Q4 2017/18</td><td>99.02%</td><td>~99.02%</td></tr><tr><td>Q1 2018/19</td><td>29.77%</td><td>~99.02%</td></tr><tr><td>Q2 2018/19</td><td>56.33%</td><td>~99.02%</td></tr><tr><td>Q3 2018/19</td><td>82.54%</td><td>~99.02%</td></tr><tr><td>Q4 2018/19</td><td>97.91%</td><td>~99.02%</td></tr><tr><td>Q1 2019/20</td><td>29.75%</td><td>~99.02%</td></tr><tr><td>Q2 2019/20</td><td>55.87%</td><td>~99.02%</td></tr><tr><td>Q3 2019/20</td><td>81.54%</td><td>~99.02%</td></tr></tbody></table>			Quarter	Actual Percentage	Target Percentage	Q4 2017/18	99.02%	~99.02%	Q1 2018/19	29.77%	~99.02%	Q2 2018/19	56.33%	~99.02%	Q3 2018/19	82.54%	~99.02%	Q4 2018/19	97.91%	~99.02%	Q1 2019/20	29.75%	~99.02%	Q2 2019/20	55.87%	~99.02%	Q3 2019/20	81.54%
Quarter	Actual Percentage	Target Percentage																											
Q4 2017/18	99.02%	~99.02%																											
Q1 2018/19	29.77%	~99.02%																											
Q2 2018/19	56.33%	~99.02%																											
Q3 2018/19	82.54%	~99.02%																											
Q4 2018/19	97.91%	~99.02%																											
Q1 2019/20	29.75%	~99.02%																											
Q2 2019/20	55.87%	~99.02%																											
Q3 2019/20	81.54%	~99.02%																											



Report to: Overview and Scrutiny Committee

Subject: Corporate Risk Management Scoreboard

Date: 9th March 2020

Author: Assistant Director - Finance

PURPOSE OF THE REPORT

To inform the Overview and Scrutiny Committee of the current level of assurance that can be provided against each corporate risk.

RECOMMENDATION

The Overview and Scrutiny Committee is recommended to:

- Consider the progress of actions identified within the Corporate Risk Register and identify any indicators that require additional information; and
- Note the progress of actions identified within the Corporate Risk Register.

1. BACKGROUND

The Ministry of Housing, Communities and Local Government's Statutory Guidance May 2019 sought to ensure that local authorities were aware of the purpose of overview and scrutiny, what effective scrutiny looks like and how to conduct it effectively. It included a number of policies and practices that authorities should adopt when carrying out their overview and scrutiny function. One area that needed strengthening was access to information relating to the risk. To support this going forward, following its submission the Audit Committee, data on the current level of assurance that can be provided against each corporate risk will be reported to the Overview and Scrutiny Committee.

The current Risk Management Strategy & Framework was last considered and approved by the Cabinet in October 2017. The purpose of the Strategy and Framework is to define how risks are managed by the Council. It provides

guidance on the processes, procedures, roles and responsibilities for risk, and it sets out the context on how risks are to be managed. It defines the key role for the Audit Committee as providing independent assurance to the Council with regard to the effectiveness of the risk management framework and the associated control environment. This includes the monitoring of the framework and ensuring the implementation of all audit actions.

The Corporate Risk Register is a key enabler of the Strategy and Framework, and provides assurance on the key risks identified as corporate risks.

Existing risks identified within both the Council's corporate and operational service risk registers are subject to quarterly review by senior management and on an ongoing basis through the work of Internal Audit.

3. Corporate Risk Register

This approach has meant that some of the risks included within the corporate risk register have been set at a relatively high score with the expectation that as mitigation measures are properly recorded or actions taken, then these risks should start to improve over the coming months. This is not to say that all risks will return to 'green', as mitigation measures can only go so far, and some risks may always be inherently 'red' or 'amber' as the score reflects the potential impact on the Council and the likelihood of that event occurring.

The Corporate Risk Register and supporting comments as at the end of September 2019 are appended to this report, and this includes a summary of all control gaps currently identified on the Council's Corporate Risk Register.

4. Financial Implications

None arising directly from this report.

5. Appendices

Appendix 1 - Corporate Risk Register Monitoring – Quarter 2, September 2019

Appendix 2 - Risk Management Scoring Matrix

Appendix 1 - Corporate Risk Register Monitoring – Quarter 2, September 2019

1	<p>FAILURE TO PREVENT BUDGET OVERHEATING ONCE THE BUDGET HAS BEEN SET</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE</p> <p>Definition:</p> <p><i>Shorter term implications of overspending budgets or not collecting as much income as forecasted. This can cause adverse impact on Council balances.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Serious - £50k - £500k</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> Quarter 2 budget monitoring has been completed and the report to Cabinet in November confirmed that the projected outturn is expected to be in line with the budget. The report included an update on the progress made with the delivery of the Council's approved 2019/20 efficiency programme of £1,086,300. It confirmed that projects totalling £360,900 will not be delivered during 2019/20 (majority deferred to future years) but this has been contained within the Cabinet's maximum budget by application of the budget reduction risk reserve set aside for this purpose, and other savings identified across the Council. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> Regular quarterly budget monitoring reports will be presented to Cabinet to highlight at the earliest opportunity any potential overspends which need to be addressed, ensuring that timely and effective management action can be taken. Quarter 3 budget monitoring will be reported to Cabinet in January. <p>The Council's budget monitoring processes are robust and whilst the budget reduction programme adds an increased risk to achievement of the annual budget this is not considered to be significant at this point in time.</p>
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2	<p>FAILURE TO MAINTAIN FINANCIAL INTEGRITY</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: RED – NO CHANGE</p> <p>Definition:</p> <p><i>Affecting the ability of the Council to meet its financial commitments in the longer term.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Critical - £1m+</p> <p>Corporate Risk Register Outstanding Controls:</p> <p>The Council's financial position remains extremely challenging and future funding remains uncertain.</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • A full review of the Council's 2019/20-2022/23 £2.6m efficiency programme has identified £120,500 that cannot be delivered. This remains within the expectations and overall risk provision of £125,600 included in the Medium Term Financial Plan. • The Council's Medium Term Financial Plan sets out the estimated future funding position and the associated risks due to the uncertainties surrounding the Fair Funding Review, Business Rates Retention and New Homes Bonus. The Government has recently announced a one year local government finance settlement for 2020/21 which means the reviews for the future funding of local government have been deferred for a year. This continues to inhibit effective medium term financial planning and the achievement of a sustainable financial position. • Monitoring of the Brexit impact, which is recognised as a risk to the achievement of a balanced Medium Term Financial Plan, is ongoing. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Implementation of Advertising, Sponsorship and Marketing strategies to generate additional funding; • Development of a Procurement and Contract Management Strategy to ensure value for money in purchasing; • Ongoing monitoring and delivery of budget efficiency programme;

	<ul style="list-style-type: none"> Continuing consideration of the Council's funding position as the uncertainties listed above unfold.
3	<p>FAILURE TO PROTECT STAFF, INCLUDING HEALTH & SAFETY ISSUES</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: AMBER – IMPROVEMENT – move from C3 (Significant Likelihood/Serious Impact) to B3 (Low Likelihood/Serious Impact)</p> <p>Definition:</p> <p><i>Ineffective systems, processes and equipment that can present danger to individuals or groups of employees.</i></p> <p>Key Risk Driver: Health & Safety</p> <p>Raw Risk Value: Major – Loss of life / major illness</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> Council-wide electronic risk assessments are complete. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> Full implementation of emergency evacuation templates at each council location.
4	<p>FAILURE TO RECRUIT AND RETAIN STAFF, AND MAINTAINING INTERNAL CAPACITY</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p> <p>Definition:</p> <p><i>Associated with the particular nature of each profession, internal protocols, managerial abilities, and sickness levels.</i></p> <p>Key Risk Driver: Service Provision</p>

	<p>Raw Risk Value: Serious – Significant elements of a service suspended / reduced</p> <p>Corporate Risk Register Outstanding Controls:</p> <p>As a consequence of budget pressures, decreasing workforce, increasing workload and higher customer expectations we are seeing an impact on capacity and resilience which may result in a potential reduction in performance. Work is needed to help improve organisational capacity and resilience by developing the skills and abilities of key leaders and staff.</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • The implementation of the Agile Working Strategy and associated roll-out of appropriate IT solutions e.g. laptops, is ongoing. Consultation on the Flexible and Agile Working Policy is complete; • Work is progressing on the development of a Benefits Statement which will highlight the benefits of working for the Council. The format has been agreed by SLT and will be issued to staff in quarter 1 of 2020/21. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Development of a Workforce Strategy - to ensure that staff are creative, flexible and have the right skills to respond positively to the challenges that lie ahead.
5	<p>FAILURE TO PROPERLY UTILISE EXISTING ICT, REACT TO TECHNOLOGY CHANGES, AND PREVENT DATA LOSS</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: RED – NO CHANGE</p> <p>Definition:</p> <p><i>The capacity of the Council to deal with the pace / scale of technological change, or its ability to use technology to address changing demands. Challenges over the security, storage and retention of both electronic and manual records, and data.</i></p> <p>Key Risk Driver: Objectives</p> <p>Raw Risk Value: Major – Directorate objectives not met</p> <p>Corporate Risk Register Outstanding Controls:</p>

	<p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • The required amendments to the Abritas Housing Needs system to secure GDPR compliance have been specified and are under review by partner councils; • General Data Protection Regulations – the delivery of the project plan to ensure that the Council responds to the requirements of the Act is nearing completion. Information Asset Registers have now been completed with final review due in quarter 3; • Ongoing implementation of the Digital Strategy which sets out a requirement that the technological solutions we invest in are used to their full potential. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Cyber Security risk assessment – the first draft has been considered by SLT and further information requested which is to be considered in quarter 3; • Abritas Housing Needs system amendments to be implemented.
6	<p>FAILURE TO PROTECT & UTILISE PHYSICAL ASSETS</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p> <p>Definition:</p> <p><i>Buildings that are fit for purpose, safe, secure, and meet legislative requirements for fire, asbestos, and water-testing. Land, buildings and other assets to be recorded on a database.</i></p> <p>Key Risk Driver: Health & Safety</p> <p>Raw Risk Value: Major – Loss of life / major illness</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • The rolling programme of condition surveys for all council-owned buildings is continuing with completion expected by March 2020; • A refresh of the Asset Management Plan and Property Review process is continuing with completion now expected by February 2020; <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Parks Risk Review – improvement actions arising from the risk assessment of parks assets are due to be implemented, including

	<p>the adoption of a risk based approach to site inspection. A tree register needs to be developed to support this work;</p> <ul style="list-style-type: none"> • Counter Terrorism Review – report pending from the external agents, which will identify achievable actions to be implemented.
7	<p>FAILURE TO REACT TO CHANGES IN LEGISLATION</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p> <p>Definition:</p> <p><i>Associated with current or potential changes in national or European law which can lead to possible breaches of legislation. Assessing the wider implications of new legislation on both the Council and its residents.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Major - £500k - £1m</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • General Data Protection Regulations and Data Protection Act 2018 – the delivery of the project plan to ensure compliance is nearing completion, a final review of information asset registers is required. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Universal Credit implementation has been deferred by Central Government. • Any outcomes from the Recycling and Waste Strategy consultation. Requirements may include an increase in recycling requirements and consequent funding implications.
8	<p>FAILURE OF CONTRACTORS OR PARTNERSHIP ARRANGEMENTS – CONTRACTUAL BREACHES</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE</p> <p>Definition:</p>

	<p><i>Associated with the failure of contractors and partnership arrangements to deliver services or products to the agreed cost and specification.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Serious - £50k - £500k</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • Use of the electronic procurement system purchasing module commenced in July; <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Contract management processes are to be developed and implemented as part of the new e-procurement system; • Procurement and Contract Management risk training has been scheduled in quarter 4.
9	<p>INABILITY TO DEFEND ONE-OFF CHALLENGES TO A COUNCIL DECISION OR NEW COMPENSATION TREND EMERGES</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE</p> <p>Definition:</p> <p><i>Councils are increasingly vulnerable to judicial reviews and new compensation claims.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: Serious - £50k - £500k</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • Electronic risk assessments complete. <p><u>Actions outstanding:</u></p> <p>There are currently no outstanding control gaps in the strategic or operational risk registers relating to this corporate risk.</p>

10	<p>FAILURE TO MAINTAIN SERVICE STANDARDS, CUSTOMER SATISFACTION, AND/OR MEET CUSTOMER EXPECTATIONS</p> <p>Owner: Helen Barrington</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE</p> <p>Definition:</p> <p><i>Related to channel shift to more digital on-line services but retaining the availability of face-to-face services. Affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: Major – Adverse national publicity</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • None to be delivered. <p><u>Actions outstanding:</u></p> <p>There are currently no outstanding control gaps in the strategic or operational risk registers relating to this corporate risk.</p>
11	<p>FAILURE TO PREVENT DAMAGE TO THE COUNCIL’S REPUTATION</p> <p>Owner: Karen Bradford</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE</p> <p>Definition:</p> <p><i>Related to the Council’s reaction to a specific event or issue, or generally a downturn in quality of service.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: Major – Adverse national publicity</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p>

	<p>Quarterly monitoring of performance information by SLT is an embedded process and timely management action is taken to address any service quality issues arising.</p> <p><u>Actions outstanding:</u> There are currently no outstanding control gaps in the strategic or operational risk registers relating to this corporate risk.</p>
12	<p>FAILURE TO REACT TO AN ENVIRONMENTAL INCIDENT OR MALICIOUS ACT</p> <p>Owner: Karen Bradford</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE</p> <p>Definition: <i>Council reaction to a natural occurrence e.g. widespread flooding, or other events such as fire and explosions.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: Major – Adverse national publicity</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u></p> <ul style="list-style-type: none"> • None to be delivered. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Review of Business Continuity plans is ongoing and due to be completed by March 2020.
13	<p>FAILURE TO REACT TO SOCIO-ECONOMIC TRENDS</p> <p>Owner: Karen Bradford</p> <p>Current Risk and Direction of Travel: GREEN - NO CHANGE</p> <p>Definition: <i>Relating to the effects of changes in demographic, residential, or socio-economic trends on the Council's ability to meet its objectives.</i></p> <p>Key Risk Driver: Reputation</p>

	<p>Raw Risk Value: Serious– Adverse regional publicity</p> <p>Corporate Risk Register Outstanding Controls:</p> <p><u>Actions completed during quarter 2:</u> The Senior Leadership Team receives economic indicator reports on a bi-annual basis that reports over the themes of homelessness, new homes, benefits and income, and local economy. SLT reflect on these demographic trends and ensure they are fully reflected in service planning processes to ensure needs continue to be met.</p> <p><u>Actions outstanding:</u> There are currently no outstanding control gaps in the strategic or operational risk registers relating to this corporate risk.</p>
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HIGH RISK AUDIT RECOMMENDATIONS RAISED IN PREVIOUS YEARS BUT NOT YET IMPLEMENTED:

There are no high risk audit recommendations from previous years that have not been addressed and implemented.

HIGH RISK AUDIT RECOMMENDATIONS RAISED IN THIS FINANCIAL YEAR:

There have been none reported during 2019/20.

APPENDIX 2 - RISK MANAGEMENT SCORING MATRIX

Likelihood	Very High	E							
	High	D				2			
	Significant	C		4	6, 7	5			
	Low	B	10,12	1,11,13	3,8				
	Very Low	A			9				
			1	2	3	4	5		
			Negligible	Minor	Serious	Major	Critical		
			Impact						



Report to: Overview and Scrutiny Committee

Subject: Gedling Satisfaction Survey 2019

Date: 9th March 2020

Author: Director of Organisational Development and Democratic Services.

PURPOSE OF THE REPORT

To inform the Overview and Scrutiny Committee on the results of the Gedling Satisfaction Survey 2019.

RECOMMENDATION

The Overview and Scrutiny Committee is recommended to:

- Consider, and identify areas in need of improvement for possible inclusion in the work programme for the forthcoming year.

1. BACKGROUND

- 1.1 On 27 June 2019, Cabinet considered the programme of activities for the Gedling Conversation and Satisfaction Survey 2019. It was agreed that the Council would distribute a hard copy Satisfaction Survey to all households in the borough. The results of the survey would be analysed to ascertain whether there is a need for more in depth, targeted face to face consultation on a borough wide basis; in certain areas or with specific groups.
- 1.2 The data received from the Residents' Satisfaction Survey is important for:

- developing our strategies and understanding what our residents think and need; and
- identifying any areas where there might be a need for further improvement.

- 1.3 A copy of the Satisfaction Survey was delivered to each household in the borough and was also available to be completed online. The survey had a very good response rate of 3,750 responses. This represents 7% of households, which is a good result for this type of consultation. By way of comparison, in 2017 the Council received 3,422 responses representing 6.5% of households. Putting this into context, LGA Guidance suggests that a sample of 500 respondents to a residents' satisfaction survey for a local authority the size of Gedling would be sufficient.
- 1.4 Social media and Keep Me Posted were again actively used this year to promote the survey and although the majority of replies were returned by post, 36% of replies were completed online, which is a 10% increase on the 26% completed online in 2017.
- 1.5 The profile of the respondents in terms of ethnicity and gender seems fairly proportionate to the profile of the borough. As with the 2017 survey the age profile of the respondents, on the other hand, show that the sample is skewed towards the older population. However the responses from 35-54 year olds remain fairly proportionate to the profile of the borough. As before the younger population is under-represented in the responses, but Cabinet will be aware that a separate consultation exercise to seek the views of young people, led by the Portfolio Holder for Young People and Equalities, is being progressed.
- 1.6 The overall responses show that satisfaction with the Council and its services is very positive compared to the results in 2017. The majority of the response are the same or the change is not statistically significant being less than 5%. A summary of the key indicators is set out below and information about the results of the satisfaction survey will be presented to members at the committee to enable issues to be identified for possible inclusion in the future work programme.

Key Indicator	2019 response	2017 response
Satisfaction with the local area	82%	83%
Satisfaction with the way the Council runs things	68%	66%
Feeling Informed	73%	71%
Responsiveness of the Council	47%	60%
Perceived value for money	51%	50%

- 1.7 The only question which shows a significant difference to the 2017 survey is: I think that Gedling Borough Council responds to the concerns of local residents. Further detailed data analysis is needed to ascertain whether there is an explanation for this decrease or there is a need for more in depth, targeted, face to face consultation.

2 Proposal

- 2.1 The survey results have been referred to the Overview and Scrutiny Committee so that the data, particularly the views of residents about what public services are most important and most in need of improvement, can be considered when determining the work programme for the forthcoming year. This information should be used in conjunction with other data available to assist in identifying issues of relevance to local people when deciding areas for in-depth review.

3 Appendices

- 3.1 None.

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Report to: Overview and Scrutiny Committee

Subject: Council Plan 2019/20: Overview of Quarter 3

Date: 9th March 2020

Author: Director of Organisational Development and Democratic Services.

PURPOSE OF THE REPORT

To inform the Overview and Scrutiny Committee of the position against Improvement Actions and Performance indicators in the 2019/2020 Gedling Plan.

RECOMMENDATION

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 2019/2020 Gedling Plan.

1. BACKGROUND

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

<https://www.gedling.gov.uk/council/aboutus/prioritiesplansandperformance/howweredoing/>

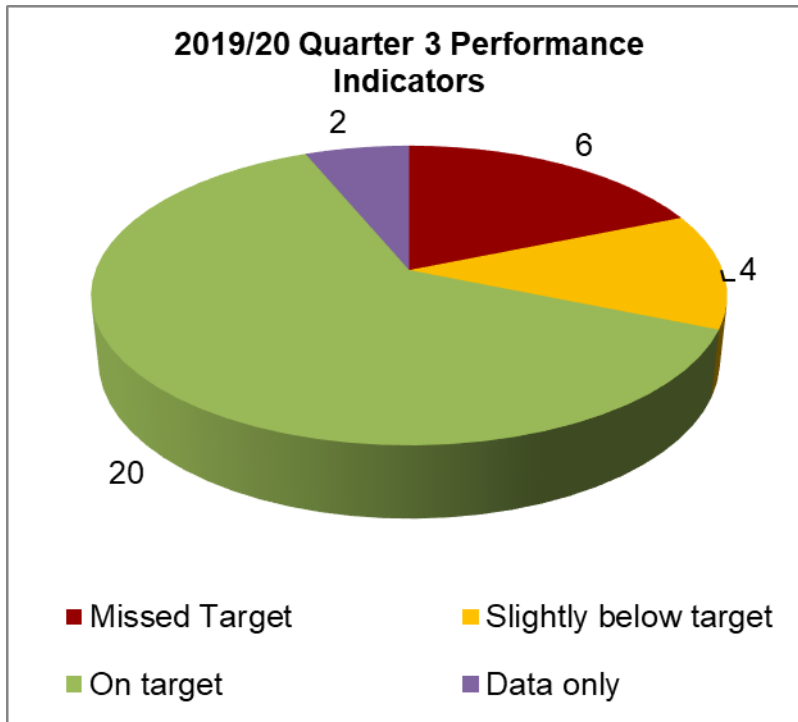
Members are recommended to view this document which reviews actions, indicators and outcomes for quarter 3. They contain explanations of variances from expected performance together with trend arrows for all the performance indicators within the Gedling Plan (note that an upward arrow indicates improved 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.

- 1.2. 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 the performance management system, Pentenna.

2. PERFORMANCE INFORMATION

2.1 Overall Performance

Overall performance at quarter 3 against the 2019/20 Gedling Plan actions and indicators shows the following:

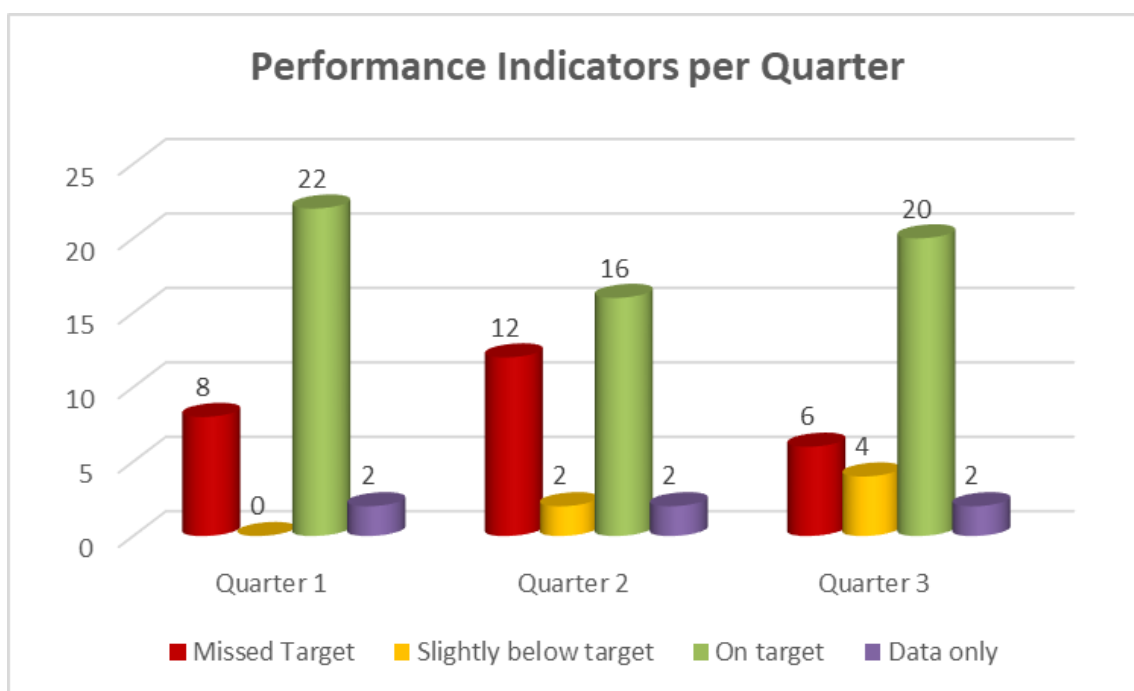


2.2 Actions

At this stage the 92 Gedling Plan actions are either in progress or assigned to an Officer and four are complete. It must be noted that the data in this report refers to the third quarter of the financial year only and it is expected that actions identified for the year will be met.

2.3 Indicators

Overall indicator performance at the end of quarter 3 shows that out of a total of 32 indicators, 20 were on or above target, two were slightly below target and 10 indicators missed their target. This is an improvement on quarter 2. Two indicators are for tracking purposes only. All data was available at the time of drafting this report.



2.4 Examples of particularly positive performance during quarter 3 include:

- LI027f - Number of attendances at Bonington Theatre – High levels of performance are being maintained with 17,534 attendances against a target of 11,150
- LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total – Currently stands at 96% in comparison to target of 92%
- LI057 Percentage of customers seen within 15 minutes – 92% of customers are seen within 15 minutes against target of 85%

- LI321 Number of Keep Me Posted email newsletter subscribers – This has risen to 28,728 subscribers against anticipated target of 18,000
- NI157a Percentage of Major planning applications processed within 13 weeks – 100% processed within 13 weeks against a target of 90%
- LI363 Number of school-age work experience placements hosted in Gedling Borough Council in partnership with YouNG (and Economic Development) – Already had 15 placements against an annual target of 6
- LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme – 96% against a target of 90% target
- LI379 Average number of Swim School Members (12 month rolling period) – Average number is 2,672 against target of 2,500
- LI027 Number of visits to leisure centres – 288,872 visits compared to the Quarter 2 target of 225,236
- LI018 Percentage of invoices paid within 30 days. – 98.88% against of 99%. While this has not fully met target, it is improving and acknowledges the importance the Council places on paying suppliers in a timely fashion

2.5 The following performance indicators missed their target at the end of quarter 3 and are worthy of note. However from a Senior Leadership Team perspective there are no specific performance concerns to raise.

Housing needs and welfare support

The average length of time spent in temporary accommodation (in weeks) is 29.4 weeks against a target of 8 weeks and is expected to miss target at year-end. This is due to a reducing number of social housing properties being advertised compared to an increasing number of customers requiring accommodation, households requiring large or specially adapted properties are having to remain in temporary accommodation for longer periods of time. The Housing Needs team continue to work with the private rented sector, registered providers and other agencies such as “Call Before You Serve” to try and find suitable and alternative housing solutions for these families.

Housing

While below target at quarter 3, performance has improved with the net additional homes provided in quarter 3 greater than quarter 2. The trajectory confirms the anticipated delivery by the end of year of 458 homes against an end of year target

of 480. This represents a significant improvement in delivery when compared against previous years.

As in Quarter 1 and 2, the number of affordable homes delivered (gross) in quarter 3 was zero. However, whilst no affordable homes have been delivered within the first three quarters we are expecting at least four in the final quarter.

Jigsaw Homes have acquired the S.106 units at Chase Farm which includes 7 shared ownership properties, of which 4 have already been reserved and should be available for occupation at the end of the calendar year. A further 8 rented units should also be available in Q1 2020.

Furthermore, there has been planning permission granted for the following affordable units:

- Jigsaw Homes - Lendrum Court, Burton Joyce – redevelopment of an existing building to deliver 34 units.
- Nottingham Community Housing Association - Earl of Chesterfield – redevelopment of the former public house to deliver 8 affordable units.

Waste

The residual household waste per household (in Kg) and percentage of household waste sent for reuse and composting have missed target for quarter 3. We are still experiencing a higher than normal volume of rejected loads at the recycling depot due to contamination of recyclables. To improve contamination the Council has introduced a number of initiatives in partnership with Veolia and other districts in Nottinghamshire including a simpler recycling information leaflet and clearer information on the bin calendars.

- 2.6 Cabinet will recall that at the end of quarter 2 Service Managers had indicated that eight indicators were expected to miss target at year end. Of the six indicators shown red at the end of quarter 3, all are expected to miss target and Service Managers have indicated that a further three indicators are expected to miss target.

2.7 Achievements

A separate report is produced highlighting key achievements delivered during quarter 3, focusing on areas where the Council has made a real difference to people's lives. This is attached as Appendix 1 and is available on the Council's website and in hard copy in the Members' Room. The following outcomes are identified for particular attention:

Food Bank Drive - A Food Bank Drive was run in December 2019 organised by our Housing Services Team Leader with support from Revenues and Welfare Support colleagues. This was due to an expected higher demand in customers in the run up to the Christmas holidays. A number of service users known to the Housing Team use this facility to assist with food for the family in the short term.

We delivered distinctive red “Bag of Life” with a list of requested items to each Service Area in the Council, DWP, Gedling Homes and CCG and collected the donated items a few weeks later. In that time over 50 large bags weighing over half a tonne were filled with food and toiletries. This equated to 2 full car loads which was delivered to very happy staff at the Daybrook Baptist Church food bank on the 13th December. The donations did not stop and since the original handover of the initial 50 bags a further 10 large bags have now been delivered in early January 2020. Further Food Bank Drives are planned for 2020.

Severe Weather Emergency Protocol - Winter Night Shelter - Discussions across the south of the borough identified an opportunity to provide a direct access hostel at Elizabeth House in Arnold, which could accommodate 8 people and would run from the beginning of December 2019 until the end of March 2020. Its aim is to provide safe accommodation overnight for rough sleepers and/or those at risk of rough sleeping during the cold weather whilst also reducing the need to use B&B accommodation for overnight stays. Officers at Gedling Borough Council submitted a joint funding application to cover the majority of the cost of the hostel. The provision has been in operation since the 4th December 2019 and runs daily from 8pm until 8am. Rough sleepers are provided with a meal (hot or cold), washing facilities and there is also scope for pets and separate areas for women. Referrals to the scheme are made by the local authority. This scheme is provided in partnership with Broxtowe and Rushcliffe Borough Councils.

Gedling Conversation Resident Satisfaction Survey - The 3,760 responses received represent the highest ever return rate of the Gedling Conversation Resident Satisfaction Survey. 36% of the responses were received online (10% higher than the last survey in 2017).

Inclusion on Register of Apprenticeship Training Providers - Earlier in the year we undertook a very rigorous reapplication process to be considered by the Department of Education to be included again on the Register of Apprenticeship Training Providers (RoATP). This registration is a requirement for us to be able to deliver apprenticeships. We are delighted to have received notification that we have successfully passed the assessment. This success is down to the hard work of a number of staff in the Organisational Development service and in particular one of our Training Officers. This means that we can deliver and assess apprenticeships undertaken both by our own staff and by apprentices employed by other large organisations.

Funding to target rogue landlords – Gedling Borough Council is to take further steps to improve the living standards of residents by targeting criminal landlords and letting agents. The council will use £40,000 funding provided by central government to create two posts whose role will be to target rogue landlords and take appropriate enforcement action. The team will also work closely with Nottinghamshire Police on joint operations to address modern slavery, serious

organised crime and child sexual exploitation. The majority of landlords provide decent homes for their tenants, but a small minority persist in breaking the law, making tenants' lives a misery by offering inadequate or unsafe housing. The new funding will be used to take enforcement action against these landlords, and advise tenants of their housing rights. The funding will also be used to target landlords operating without licences.

APSE Benchmarking Award – Our Parks and Street Care team were the National Winners on December 5th at the APSE Benchmarking Awards in the Parks and Open Spaces category for 'The Most Improved Parks and Open Spaces Service 2019. Also shortlisted as in the top 10 best for the Best Street Cleansing Service 2019 and Most Improved Street Cleansing Service 2019 categories. "APSE's data benchmarking service allows local government to recognise those top performing local councils who are striving to continuously improve their frontline services. As a national winner it shows that Gedling Borough Council frontline services are driving forwards on service improvements and placing quality at the heart of what they do. The winners and finalists are showing a real commitment to those services which we all value at a neighbourhood level."

Funding for New Community Development Worker - The Council has been commissioned to host a 12 month Community Development Worker post working across South Nottinghamshire. The £35,000 funding has been allocated by South Nottinghamshire Integrated Care Partnership and will work with other districts and partners to support the new social prescribing Link Workers across the area that are funded by the NHS. This work builds on the local community capacity building work that the Community Relations Service area has been undertaking as part of the SPRING scheme.

Customer Service Excellence - The 5 leisure centres recently went through an external assessment to evaluate their approach to customer service and were awarded The Customer Service Excellence accreditation. The accreditation is a national quality mark that rewards organisations that have a truly customer-focused commitment to all they do while providing a positive steer for customer-centred change.

3 Appendices

- 3.1 Appendix 1 – Examples of Outcomes achieved during Quarter 3 2019/20.

4 Reasons for Recommendations

- 4.1 To ensure Members are informed of the performance against the Gedling Plan 2019/20.

Examples of Achievements and Activities

During

Quarter 3 2019/20

Strong and Dynamic Communities

PROMOTE AND ENCOURAGE PRIDE, GOOD CITIZENSHIP AND PARTICIPATION

Christmas Events – a range of successful and well-attended Christmas Fairs and events were held throughout the Borough including the Arnold Christmas event. Feedback from businesses and the public suggested that this year's Arnold Christmas event has been the most successful of its kind so far.

Under 16's Youth Diversionary programme - Following the success of the Youth Diversionary Activity Programme for 11- 16 year olds during the summer holidays the Portfolio Holder for Young People and Equalities agreed that the remaining budget for the project could be spent on a programme of activities for October half term. As with the summer programme, the main aims of these activities included engaging young people into positive activities away from low level anti-social behaviour and general boredom, promoting social cohesion and providing opportunities away from technology and mobile phones. Activities included DJ Skills workshops, sports and circus skills and films at the Bonington Theatre. Overall this week of activities attracted more young people than the summer programme which took place over a period of a few weeks.

Remembrance Day Parades - The Council supported the annual Remembrance Day Parades in Arnold, Gedling and Mapperley by funding and appointing a traffic management company to manage the road closures for the duration of the parades. This allowed the local organising groups to engage with the community and organise the services and parade marches. The Council also funded and supplied a PA System for the service in Arnot Hill Park in November.

Haywood Road Community Centre - In October, Cabinet agreed the community asset transfer of Haywood Road Community Centre to Haywood Road Community Association. A long-term lease is now being agreed between the Council and Community Association following consideration of detailed business and financial plans. The Centre will work through a core letting of space to the successful Haywood Road Pre-School Club and via regular and ad hoc bookings by community groups and local users. Existing users are the Art group, Circle Dance group and Scrabble group, alongside newly developed groups now offering yoga, meditation, Weight Watchers, martial arts and drama. The Centre is increasingly used for social events, children and family parties and celebrations, including many organised for the local community.

Syrian Society of Nottingham Community Meal event - This event took place in December. Supported by the Community Investment Manager, the Gedling Senior Council collaborated with the Syrian Society of Nottinghamshire and Gedling Refugee Befriending Scheme to host a traditional Syrian meal at The Beacon, prepared by members of the Syrian community. The theme of the meeting was 'Celebrating Volunteering and Support in the Community', and also presented an opportunity for Syrian families to thank Nottingham for the welcome they have received. The event was attended by over 85 members of older support groups in Gedling, including the Arnold Methodist Church Mental Health Befriending project,

Arnold Community Group, SPRING Project, Allotments groups as well as volunteers, community navigators and professionals including Gedling Police, Asda Community support and engagement, NCC Coproduction, Gedling Homes and many more. Outcomes have included NCC Co production now working with the Syrian Society to set up a Syrian Self Help group for Gedling, two new SPRING referrals, a new SPRING community navigator, assistance from Asda with free food provisions for a SPRING 'Cook and Eat' session and plans in train to further strengthen links between the Mental Health Befriending project and Syrian Families Befriending project. Other opportunities for the Syrian families to participate in themed Arnold Market events are also planned, along with a culturally/age/disability inclusive Heritage Tour of Gedling Borough in Spring 2020.

Gedling Youth Council - A meeting of Gedling Youth Council was held in November, at which Healthwatch Nottinghamshire undertook structured consultation about Young People's Mental Health Service needs. This will feed into and help shape future commissioning of Mental Health Services to young people. Councillors McCrossen and Fox, Portfolio Holder and Policy advisor for Young People, shared information about the 16 and under holiday activity programme, and consulted with the group on reasons why girls are not currently picking up on the outdoor gym sessions. This information has been useful in shaping our approach to future holiday provision for girls.

Community Grants Scheme - 52 grants were awarded to local community groups during Quarter 3.

Statement of Community Involvement Update – this Statement sets out the Council's policies on community consultation and involvement in planning policy documents and planning applications. We have updated our Statement to replace the version adopted in 2014 (which was called the Statement of Consultation). The revised document exceeds the minimum legal requirements for consultation as set out in the Planning Acts and regulations.

<http://www.gedling.gov.uk/media/gedlingboroughcouncil/documents/planningpolicy/documents/GBC%20SCI%20FINAL%202019.pdf>

REDUCE POVERTY AND PROVIDE SUPPORT TO THE MOST VULNERABLE

Food Bank Drive - A Food Bank Drive was run in December 2019 organised by our Housing Services Team Leader with support from Revenues and Welfare Support colleagues. This was due to an expected higher demand in customers in the run up to the Christmas holidays. A number of service users known to the Housing Team use this facility to assist with food for the family in the short term. We delivered distinctive red "Bag of Life" with a list of requested items to each Service Area in the Council, DWP, Gedling Homes and CCG and collected the donated items a few weeks later. In that time over 50 large bags weighing over half a tonne were filled with food and toiletries. This equated to 2 full car loads which was delivered to very happy staff at the Daybrook Baptist Church food bank on the 13th December. The donations did not stop and since the original handover of the initial 50 bags a further 10 large bags have now been delivered in early January 2020. Further Food Bank Drives are planned for 2020.

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Homelessness and Rough Sleeping Strategy – the strategy was consulted on and revised during Quarter 3. It is now live on our website:
<https://www.gedling.gov.uk/resident/housing/housingstrategies/>

High Performing Council

IMPROVE THE CUSTOMER EXPERIENCE OF ENGAGING WITH THE COUNCIL

National Customer Services Week and Festive Support Day - Since 2016 the Council has participated in the National Customer Services week run by the National Institute of Customer Services. The event has been run on a themed basis and in previous years themes have included digital support and partnership working. The 2019 event took place between the 7 and 11 October and was themed around support for the most vulnerable residents of the Borough. The event was led by the Council's Customer Service Manager, and was supported by Customer Services staff, colleagues in other service areas and our partners. A number of events took place over the week, including two advice days at the Civic Centre run in conjunction with 13 other partners, which were well attended. Competitions were also run over social media and a 'guess the park' competition attracted 244 entries and very positive comments. Partners attending felt the events were a success and it has led to further instances of working together such as the festive support day held on the 9 December, which also attracted a number of partners and was well attended by the public.

Gedling Conversation Resident Satisfaction Survey - The 3,760 responses received represent the highest ever return rate of the Gedling Conversation Resident Satisfaction Survey. 36% of the responses were received online (10% higher than the last survey in 2017).

PROVIDE EFFICIENT AND EFFECTIVE SERVICES

Inclusion on Register of Apprenticeship Training Providers - Earlier in the year we undertook a very rigorous reapplication process to be considered by the Department of Education to be included again on the Register of Apprenticeship Training Providers (RoATP). This registration is a requirement for us to be able to deliver apprenticeships. We are delighted to have received notification that we have

successfully passed the assessment. This success is down to the hard work of a number of staff in the Organisational Development service and in particular one of our Training Officers. This means that we can deliver and assess apprenticeships undertaken both by our own staff and by apprentices employed by other large organisations.

MAINTAIN A POSITIVE WORKING ENVIRONMENT AND STRONG EMPLOYEE MORALE

Employee Conference – this year’s conference was delivered over three days to over 100 people. The theme of the conference was “serving people, improving lives” with sessions about how we achieve this being delivered by a range of colleagues from services across the council.

Employee Awards - In December the annual employee awards were held in front of a lively audience of colleagues who filled out the council chamber. The event was organised again by the STEP’s group and this year nearly 100 nominations were received across the seven categories. The categories were:

- Employee of the year: “Can do”/ “Conscientious”/ “Capable and Professional”/ “Care and Consideration”
- Manager of the year
- Team of the year
- Chief Executive Award

The event was very successful and proved to be a fitting way to recognise the great work of all of our employees across the council who deliver first-rate services every day.

Flu Vaccinations - staff members took advantage of free flu vaccinations provided at work during December. For those unable to attend, reimbursements were provided for vaccinations obtained elsewhere.

IMPROVE USE OF DIGITAL TECHNOLOGIES

Investment in digital infrastructure - A large number of IT infrastructural projects have been completed this quarter in the ongoing work to upgrade our operating systems, these have included a large scale project of migrating our email boxes to Office 365 in the cloud and upgrades to IDOX, Telephony, Cash Receipting system, Leisure Bar Tills and ModernGov. In addition we have successfully upgraded our broadband speed which will assist remote working and support the movement of some functions into the cloud.

Vibrant Economy

ENSURE LOCAL PEOPLE ARE WELL PREPARED AND ABLE TO COMPETE FOR JOBS

Opportunities and Careers event - held at Newstead to encourage local people to access employment, training and understand the opportunities open to them.

SAFEGUARD AND CREATE JOB OPPORTUNITIES

Business event – Recruiting Talent Locally – specific event held in November to showcase the opportunities for businesses to recruit locally. There were around 50 businesses, providers and associations attended.

CREATE THRIVING AND VIBRANT TOWN AND LOCAL CENTRES

Arnold Town Centre - following the installation of the temporary market stalls, there have been a series of events throughout 2019. In this period there was a Halloween theme treasure hunt (over the school holidays) and the Christmas market/light switch on.

DRIVE BUSINESS GROWTH AND JOB CREATION THROUGH LOCAL AND INWARD INVESTMENT

Business support session – run by D2N2 Growth Hub, facilitated by EGR, to provide support to local businesses. In this quarter, five businesses received this opportunity for support.

Sustainable Environment

CONSERVE, ENHANCE, PROMOTE AND CELEBRATE OUR HERITAGE

Thomas Hawksley Memorial - At the end of October a memorial to pioneering 19th Century water engineer Thomas Hawkesley was installed in Arnot Hill Park. Funding from Severn Trent allowed the Council to bring together a project steering comprised of members of Arnold Local History Group, staff from Papplewick Pumping Station, a heritage consultant and local Hawksley enthusiasts to oversee the project and install a memorial to Hawksley in Arnot Hill Park where he was born. Following a selection process artist Richard Janes was appointed by the steering group to create the memorial, following a period of research and workshops with a local school, Arnbrook Primary, to work on some design details. The final design, inspired by a Victorian gothic memorial, incorporated materials which would have been used by Hawksley and included some of the details of his designs at Papplewick and other local water pumping stations. The memorial was unveiled by the Deputy Mayor and an interpretation panel sits alongside the memorial to provide more information about Hawksley to visitors in Arnot Hill Park. Early in 2020 a heritage plaque to Hawksley will be installed on the outside of Arnot Hill House.

Healthy Lifestyles

IMPROVE HEALTH AND WELLBEING AND REDUCE HEALTH INEQUALITIES

Funding to target rogue landlords – Gedling Borough Council is to take further steps to improve the living standards of residents by targeting criminal landlords and letting agents. The council will use £40,000 funding provided by central government to create two posts whose role will be to target rogue landlords and take appropriate enforcement action. The team will also work closely with Nottinghamshire Police on joint operations to address modern slavery, serious organised crime and child sexual exploitation. The majority of landlords provide decent homes for their tenants, but a small minority persist in breaking the law, making tenants' lives a misery by offering inadequate or unsafe housing. The new funding will be used to take enforcement action against these landlords, and advise tenants of their housing rights. The funding will also be used to target landlords operating without licences.

Environmental Health Award finalists - Employees from Environmental Health were nominated for a national award and attended the Chartered Institute of Environmental Health Awards in London in November. They were finalists in the "Best Environmental Health Project 2019". This award was for a project or campaign that has had an impact or outcome of improving health, wellbeing and environment. They have been shortlisted for The Gedling Hospital Prevention and Discharge Project. The pilot project between Gedling Borough Council Public Protection Service and three hospitals in Nottingham was established to reduce bed-blocking and avoidable admissions caused by unsafe or unsuitable housing and to support homeless patients through holistic and flexible services.

Health and Wellbeing Plan - An updated terms of reference has been circulated to the group to ensure its key priorities are still reflective of the needs of Gedling Borough residents and the wider changing landscape of the County Public Health system and the Nottingham and Nottinghamshire NHS Integrated Care System and NHS Integrated Care Partnership footprint. The meeting in November focused on Mental Health and an exercise with partners to develop an Action Plan to sit behind the Mental Health Concordat commitment.

SUPPORT PHYSICALLY ACTIVE LIFESTYLES

Customer Service Excellence - The 5 leisure centres recently went through an external assessment to evaluate their approach to customer service and were awarded The Customer Service Excellence accreditation. The accreditation is a national quality mark that rewards organisations that have a truly customer-focused commitment to all they do while providing a positive steer for customer-centred change.

Pool Mark Accreditation - Gedling Leisure Centre pools have achieved the Pool Mark certification which is an assurance to members of the public that the pool meets essential healthy pool operational standards. By having 'Pool Mark' it demonstrates Gedling Leisure are in the very top tier in terms of standards and practice, and that we apply perfectly within the PWTAG code of practice in all aspects of our operations. By achieving the accreditation Gedling Leisure is the third

pool group in the UK to successfully achieve this award, and it means our standard of swimming pool will be recognised on a national level

Redhill Leisure Centre - Redhill Leisure Centre was shortlisted in the Best Performer category for APSE Performance Networks award for 2018/19 in the Sport & Leisure Facility Management Category. Redhill Leisure Centre has always been a high performing leisure centre but has only just missed out on shortlisting over the past few years. It has always had a high number of performance indicators that have been in the top or second quartile. From analysing the figures, it is clear that the recent efficiencies that have been made have contributed to the improved KPI's, as well as having favourable income and usage, compared to other local authority facilities.

INCREASE RECREATIONAL ACTIVITIES AND USERS TO PARKS AND OPEN SPACES

Gedling Country Park funding – Following some excellent work done by our Parks and Street Care team, they were successful in securing a funding bid for £138,000 for some new viewing platforms at Gedling Country Park.

Muirfield Road Play Area - Work to refurbish and reopen the play area at Muirfield Road took place in Oct/Nov. Works on the play park began in October and were completed this week. It was opened by the Mayor of Gedling on Thursday 28 November at 2pm. Warren Primary Academy and members of the Warren Action Group were in attendance at the opening. The new equipment in the play area includes a viper rope swing, 30m Zip Line, Disability Access Roundabout and 5m tall multi-climbing unit with slide. Gedling Borough Council and the Warren Action Group, a local residents group, made the joint funding bid for the improvements. The group have been working to revitalise the playground area.

Carnarvon Grove Play Area - Work to refurbish and reopen the play area at Carnarvon Grove took place in Oct/Nov. The play area on the corner of Carnarvon Grove and Foxhill Road, Carlton was re-opened by the Mayor of Gedling, Councillor Sandra Barnes, on Monday 25 November at 2pm. Local school children from Carlton Central Academy were in attendance at the opening to test out the new equipment. The park closed in July following a spate of vandalism that left it too dangerous to stay open. A decision to close the park indefinitely, on health and safety grounds, was made and discussions took place with senior officers and councillors about the future of the park. The council listened to residents and the local school and took the decision that it would be refurbished rather than close permanently. Gedling Borough Council has invested £38,000 to improve the park. The old wooden equipment has been replaced by solid steel metal materials, which will last longer and are less likely to be vandalised. The new play area includes new swings, climbing frame, slide, roundabout, rocking horse and a new bench and rubber surfacing.

APSE Benchmarking Award – Our Parks and Street Care team were the National Winners on December 5th at the APSE Benchmarking Awards in the Parks and Open Spaces category for 'The Most Improved Parks and Open Spaces Service 2019. Also shortlisted as in the top 10 best for the Best Street Cleansing Service 2019 and Most Improved Street Cleansing Service 2019 categories. "APSE's data

benchmarking service allows local government to recognise those top performing local councils who are striving to continuously improve their frontline services. As a national winner it shows that Gedling Borough Council frontline services are driving forwards on service improvements and placing quality at the heart of what they do. The winners and finalists are showing a real commitment to those services which we all value at a neighbourhood level."

Carlton Forum Falls Prevention Project - There are 18 active members. The group has a pink inflatable flamingo which is now our mascot and puts in an appearance every week – derived from the one leg stand otherwise known as flamingo! Other props make an appearance from time to time including some light up flamingos and little cocktail umbrellas! The group are swapping numbers and offering support to each other away from the sessions with phone calls and texts. A Christmas lunch of participants was held at the Tree Tops in November.

REDUCE LEVELS OF LONELINESS AND ISOLATION

Growth Fund Grants - SPRING Grass Roots Growth fund grants of £250 have been awarded to a Social Reading group and the Chandos Community Allotment project.

Mental Health Prevention Concordat - Cabinet approval granted in November for the Council to sign up to the Mental Health Prevention Concordat. An Action Plan has now been drafted to be submitted to Public Health England by the end of January 2020.

SPRING - A successful SPRING Link session, delivered in partnership with Nottinghamshire County Council Co Production, took place at the Arnold Older People's Centre on 16th December, with 10 individuals attending. The session was used to discuss an emerging community led Allotment project, and to engage interest in the Heritage bus tour 'Cook and Eat' and 'Falls Prevention' taster sessions planned between February and May 2020. Two new SPRING clients were also registered at the session.

Funding for New Community Development Worker - The Council has been commissioned to host a 12 month Community Development Worker post working across South Nottinghamshire. The £35,000 funding has been allocated by South Nottinghamshire Integrated Care Partnership and will work with other districts and partners to support the new social prescribing Link Workers across the area that are funded by the NHS. This work builds on the local community capacity building work that the Community Relations Service area has been undertaking as part of the SPRING scheme.

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Report to: Overview and Scrutiny Committee

Subject: Scrutiny Work Programme

Date: 9 March 2020

Author: Democratic Services Officer

1. PURPOSE OF THE REPORT

To provide an update on information requested at the September committee and the 2019/20 programme of scrutiny reviews.

RECOMMENDATION

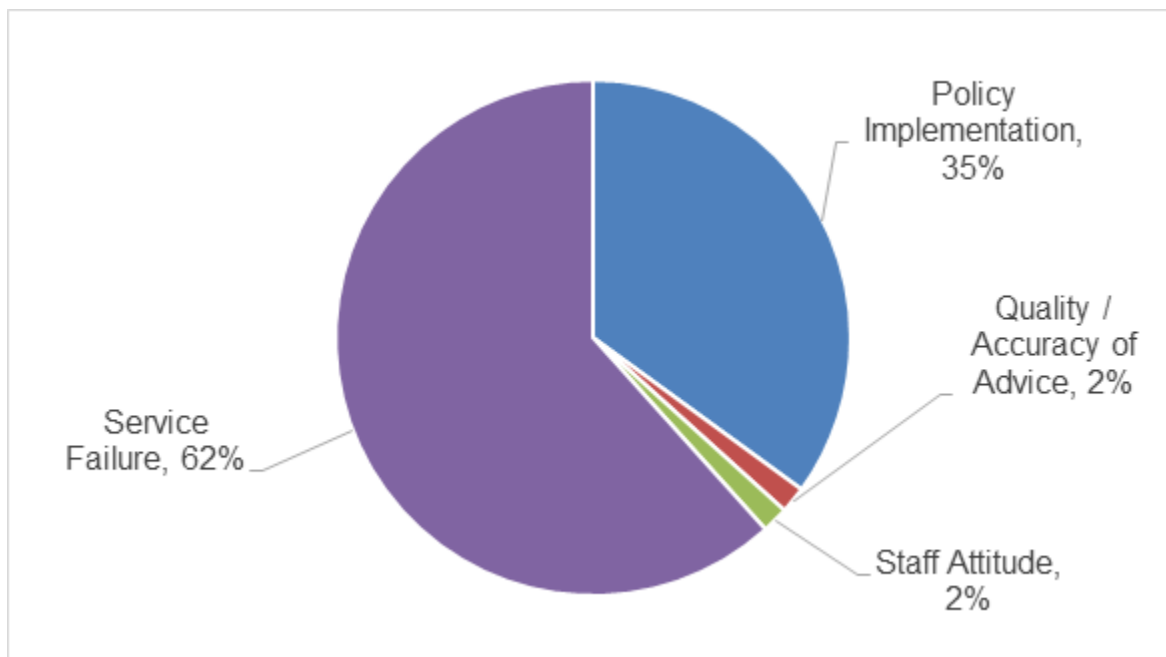
The Overview and Scrutiny Committee is recommended to:

- Consider and comment on the information updates and decide if further information is required
- Discuss and agree the working group final reports
- Discuss the continuation of the programme of Portfolio Holder attendance at committee.
- Note the scrutiny work programme
- Consider if there are any issues in the Forward Plan that require additional information.

2. INFORMATION REQUESTED AT THE SEPTEMBER COMMITTEE

At the last committee Rosie Caddy, Service Manager Customer Services and Communications discussed the Review of Compliments and Complaints. At the meeting additional information regarding complaints received by waste services was requested and this has been examined earlier in the meeting. Following the committee there was a request for additional data relating to the nature of complaints for the Revenues

section. The diagram below shows the number of complaints received, not all were upheld, some will have been unjustified. Service failure includes items like errors in the processing of information.



3. **SCRUTINY WORKING GROUPS**

Executive-Scrutiny protocol.

Working group members: Councillors Clunie, Paling, Lawrence and Boyle

The Ministry of Housing, Communities and Local Government's Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities issued in May 2019. It included a number of policies and practices that authorities should adopt when carrying out their overview and scrutiny function.

The guidance advocated the development of an 'executive-scrutiny, protocol which would help define the relationship between the two and mitigate any differences of opinion before they manifest themselves. The Overview and Scrutiny Committee established a working group and has developed a protocol which subject to the approval by the Committee will be submitted to Cabinet on the 19th March. The relevant Portfolio Holder

will be asked to provide a written response within 28 days. The protocol is attached at **Appendix 1**.

Economic Development –The opportunity to intervene for social and economic reasons.

Working group members: Councillors Clunie Boyle, Ellis, S Smith, and M Smith.

The final report and recommendations arising from the working group are attached at **Appendix 2**. Subject to the approval of this Committee, the report will be submitted to Cabinet meeting on the 19th March, and the relevant Portfolio Holder will be asked to provide a written response within 28 days of the meeting and should be available at the April Committee.

Housing Allocations Policy

The Council is undertaking a full 12 week consultation on its Housing Allocation Policy which sets out the rules for how we allocate social housing. Members have received a briefing on the consultation process and will shortly meeting to discuss the issue.

Councillors S Smith, Hope, Lawrence and Paling have agreed to be part of the working group.

Flooding

In response to the recent problems some areas of the borough have experienced due to flooding, members may want to consider if this is an issue they would like to include in the future work programme. This could involve contacting relevant officers to find out what plans are in place to mitigate future flooding risk, examining local and national plans and strategies that underpin flooding responses and assessing what assistance is available for residents affected by flooding. The Service Manager Health and Safety and Emergency Planning will be attending the next committee meeting to give an overview of the issues and problems associated with flooding in the borough.

4. SCRUTINY IN COMMITTEE

At the Overview and Scrutiny Committee on July 15th, 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 will be identified, and questions for Portfolio Holders submitted in advance of each meeting, however 'ad hoc' questions may be put forward at the meeting itself. Non-executive members will also be invited to submit questions for the Portfolio Holder. Members are asked to consider if they wish to continue with this programme.

The committee work programme is attached at **Appendix 3**.

A copy of the Forward Plan which sets out details of key and non-key decisions which the Cabinet, individual portfolio holders or officers expect to take during the next four month period is attached at **Appendix 4**. A key decision is one that has financial implication over £500,000 or one that affects two or more wards. This is included to make members aware of planned decisions and to assist them to consider if there are any decisions about which they would like further information.

APPENDICES

Appendix 1: Executive-Scrutiny protocol.

Appendix 2: Economic Development

Appendix 3: Overview and Scrutiny work programme

Appendix 4: Forward Plan

Report to: Overview and Scrutiny Committee

Subject: Final report of the Executive-Scrutiny Protocol working group

Date: 9th March 2020

Author: Democratic Services Officer

Working Group members: Councillors Clunie, Paling, Lawrence and Boyle

Purpose of the Report

To present the final report and recommendations of the working group that has been developing an Executive-Scrutiny Protocol.

Background

The relationship between the Executive (Cabinet and Portfolio Holders) and the scrutiny function is governed in part by legislation and the Council's Constitution, in particular the Overview and Scrutiny Committee procedures. The purpose of this protocol is to set out the principles which will be followed by both the Executive and the Overview and Scrutiny Committee.

- I. To enable Overview and Scrutiny members and the Executive members to fully understand their powers, roles and responsibilities in relation to the Overview and Scrutiny function
- II. To establish a framework and the necessary procedures to enable scrutiny to work effectively.
- III. To define and clarify the role of the Executive in the scrutiny process.

The Executive and the Overview and Scrutiny Committee have very different functions and responsibilities. However the aim of both is to secure the best outcomes for the people who live and work in Gedling.

It is the responsibility of the Executive to take decisions to implement the budget and the key policies set out in the policy framework agreed by Full Council.

The Overview and Scrutiny Committee has a number of responsibilities. These include:

- I. Holding the Executive to account on behalf of the residents of the borough of Gedling through the regular review of performance in relation to service delivery

- II. Holding the Executive to account through scrutinising its decisions
- III. Undertaking reviews of Council activities and those of other public bodies that affect the people who live and work in Gedling, leading to recommendations on improvements which can be made
- IV. Calling-in Executive decisions which have not yet been implemented if there is a need for aspects of the decision to be reviewed
- V. Assisting the Executive in policy formulation and developing recommendations on the budget and policy framework when examining the Executive's proposals.

Relationship between the Executive and Scrutiny.

The following principles set out how the working relationship between the Executive and the Overview and Scrutiny Committee should operate.

- I. The Executive and members of the Overview and Scrutiny Committee recognise that they each have different functions and responsibilities that contribute to securing the best outcomes for the people who live and work in the Gedling borough.
- II. All participants in the working relationship between Executive and the Overview and Scrutiny Committee will do so in a spirit of mutual respect and constructive challenge.
- III. Meetings of the Overview and Scrutiny Committee should bear in mind the statutory guidance that scrutiny work should be conducted in a non-party political manner
- IV. The Executive recognises that the Overview and Scrutiny Committee has a number of rights, for example requiring Portfolio Holders to attend its meetings or calling-in Executive decisions which have not yet been implemented should they consider a decision to be reviewed. The Overview and Scrutiny Committee will exercise those rights responsibly.
- V. One of the principal responsibilities of the Overview and Scrutiny Committee is the ability of non-executive members to hold the Executive to account. An important method to ensure accountability is through examining performance and decisions taken by the authority. To facilitate this challenge the Overview and Scrutiny Committee may:
 - a. Challenge the Executive about decisions which have been taken by Cabinet;
 - b. Consider performance information;
 - c. Query or ask for information about items which are set out in the Forward Plan.
- VI. In addition to their rights as councillors members of the Overview and Scrutiny Committee and its working groups have additional rights of access to documents as included in the Access to Information rules in the Constitution. This allows the committee access to copies of any documents which are in the possession, or control, of the Executive or its

committees. There are a few limits on this access and these are identified in the rules.

- VII. The Chair of the Overview and Scrutiny Committee, to maintain the independence of the committee, should declare an interest when presiding over the scrutiny of relatives who may be part of the Executive.
- VIII. Members of the Executive cannot be members of the Overview and Scrutiny Committee and members holding a Policy Advisor role will not act as a member of the Committee to maintain separation of roles between the Executive and Scrutiny function.
- IX. The Overview and Scrutiny Committee will report annually to Full Council to evaluate their work during the previous year and to summarise the programme for the forthcoming year.
- X. The Leader and Chief Executive will attend a meeting of the Overview and Scrutiny Committee each year to discuss issues and priorities for the Council in the year ahead prior to the scrutiny work programme for the year being agreed.

Conduct of Meetings.

The following principles set out how meetings should be conducted in support of the general principles above.

- I. Meetings of the Overview and Scrutiny Committee which are attended by Portfolio Holders are subject to the relevant provisions in the Council's Constitution. They will usually be held in public unless exempt or confidential information will be discussed and consideration needs to be given whether the public and press should be excluded.
- II. Portfolio Holders required to attend the Overview and Scrutiny Committee will be given at least 5 working days' notice in writing by the Democratic Services Officer, together with an indication of the issues being raised and the expected focus of questioning.
- III. Members of the Overview and Scrutiny Committee are asked to notify the Democratic Services Officer of any factual information required in advance of the meeting.
- IV. When a Portfolio Holder is required to attend a Committee they may be accompanied by the relevant officer(s) to assist with explaining complex information. They may also be accompanied by the relevant Policy Advisor.
- V. Attendance by Portfolio Holders at task and finish working groups is to inform debate, clarify matters and contribute to a specific topic rather than to be held to account in respect of matters relating to the Portfolio Holder's responsibilities.

Developing a work programme for the Overview and Scrutiny Committee

The work programme is a flexible plan which outlines the programme for the coming municipal year and is usually developed at the first meeting after the Annual Council. The programme is drawn together by the Chair and members of the Committee and can include issues put forward by members, topics that arise during discussion with Portfolio Holders and senior officers, concerns generated from the Corporate Complaints Policy, the Gedling Plan, results of the Gedling Conversation, performance data and potential issues arising from corporate priorities or the Forward Plan.

When selecting issues to be examined by a scrutiny working group the Committee will refer to the scrutiny review topic selection template to ensure it meets the criteria for selection.

The relevant Portfolio Holder and senior officer will be informed of any reviews undertaken that fall within their remit, and asked for observations on the final scoping document.

Executive members can suggest items for inclusion in the scrutiny work programme; however it is recognised that the Executive should not try to exercise control over the work of the Overview and Scrutiny Committee. It is ultimately for the Committee to determine whether to include such suggestions in the programme.

Once the work programme has been agreed the Overview and Scrutiny Committee will endeavour to deliver it, however it is recognised that the programme needs to be flexible enough to be able to accommodate urgent, short term issues or emerging priorities that may arise during the year. On occasion there may be good reason why an ongoing review is not concluded or planned review not commenced. This could be for a number of reasons including lack of capacity, insufficient evidence upon which to draft firm conclusions or decision by the Committee that it is no longer a priority. In such circumstances the relevant Portfolio Holder will be informed prior to the Committee deciding to remove the review from the work programme.

It is important that the work of the Overview and Scrutiny Committees receives broad publicity in order to ensure that residents and community groups are able to engage with the process. The Democratic Services Officer will work with the Council's Communications Team to publicise the work of the Committee.

Scrutiny Review Recommendations.

- I. Following the conclusion of a scrutiny review the final report and recommendations will be presented to the Overview and Scrutiny Committee and when agreed submitted to the Executive for consideration. The chair, or appropriate member if the chair is not available, of the

working group, will present the report and recommendations to the next scheduled meeting of the Executive.

- II. The Executive will provide a written response to the recommendations from the responsible Portfolio Holder and this will be presented to the Overview and Scrutiny Committee within twenty eight days of the date the review was presented to the Executive.
- III. The response will identify those recommendations that have been accepted and will be implemented, along with reasons for those that will not be taken forward.
- IV. The Overview and Scrutiny Committee has a duty to monitor progress of implemented recommendations. Accepted recommendations will be tracked using the Pentenna performance management software. After six months the Portfolio Holder responsible will be invited to attend the Committee to explain to members the progress of the implementation of accepted recommendations.

Compliance with this Protocol

The Monitoring Officer is responsible for overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny. Matters relating to the protocol's success will be reported to full Council through the scrutiny annual report. The role also includes promoting the role of the authority's scrutiny committee, providing support and guidance to members and officers relating to the functions of the scrutiny committee and providing a link between the Executive, the Overview and Scrutiny Committee and the Senior Leadership Team.

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Report to: Overview and Scrutiny Committee

Subject: Final Report of the Economic Development Working Group.

The opportunity to intervene – for social and economic reasons.

Date: 9th March 2020

Author: Democratic Services Officer

Working Group members: Councillors Rachael Ellis (Chair), Clunie, Paling, M Smith and M Smith.

Purpose of the Report

To present the final report and recommendations of the Overview and Scrutiny Committee working group which considered what additional economic and social benefits needed to be taken into account when property is purchased under Strand 3 of the Commercial Property Investment Strategy (CPIS). The primary motive of the recently adopted investment strategy is to generate additional income, allowing the authority to purchase land or property to which value can be added to create a higher return than previously. Members felt that whenever possible Strand 3 of the strategy should be used to increase social and economic benefits for the residents of Gedling and sought to develop principles that could be taken into account that could support the authority to deliver these benefits when purchasing land or property.

Background

Gedling Borough along with many other authorities has had to implement new strategies to generate additional income to support ongoing service delivery. One of the approaches the authority has taken is to implement a commercial property strategy, investing in property which will generate financial, economic and social returns. The strategy consists of three strands:

Strand 1 includes tenanted commercial property. This enables commercial investment of tenanted properties where the objective is to increase business rates and/or rental income. This allows for investment in properties that would generate significant financial and economic returns and would be funded through borrowing.

Strand 2 includes Gedling Borough Council owned land. This enables investments through building on Gedling Borough owned land to create financial returns. It is similar

to Strand 1 with the objective to increase income from, for example, business rates, rental income or council tax. In addition where the business case is not viable on its own, it allows external funding to be obtained which will enable building on Gedling owned land to create positive returns as well as economic growth.

Strand 3 involves acquiring commercial property to enhance. This enables the purchase of land or property to which value can be added to create a higher income than it is currently producing. The objective is to increase business rates and/or rental or council tax income. Examples include the refurbishment or better management of existing privately – owned buildings or the purchase of land for the developments of properties that would be privately let. It is this strand that member examined with the objective of developing criteria that should be used to assess the social and economic benefits that can derive to an area when considering the purchase of land or properties.

Findings

Members considered that Strand 3 of the strategy should not just be about income generation but it should also be used as a vehicle to generate increased employment, and to incentivise and encourage the growth of business in the borough, providing social and economic benefits to support the objectives in the Gedling Plan. They considered that there was a need to attract businesses to locate in the borough, acknowledging the challenge of how to motivate businesses to do this. Wherever possible the strategy should be used in areas of deprivation with the objective of increasing employment and benefits for the local economy and residents.

To enable members to draw together the principles on which to base decisions three hypothetical sites were used to enable members to consider the social and economic issues that should be taken into account when prioritising development.

Using this these three sites Members explored issues they felt should be prioritised when decisions were taken to purchase land or property and when there were choices to be made between a number of sites.

Criteria to be considered when purchasing land/property using Strand 3 of the CPIS:

1. Deprivation

Some areas of the borough fall within the 10% most deprived in England.

Deprived areas can slide into deeper decline when people move out leading to fewer resources in the local economy and lack of local job opportunities.

The mapping of areas of deprivation needs to be available to enable comparisons to be made between different areas of the borough. This would enable a range of social and economic factors to be taken into account when intervening in the property market, this could help address the challenges presented by deprived areas. The mapping of areas of deprivation is currently being undertaken and will be available in due course.

2. Employment

In areas of high unemployment and low incomes consideration should be given as to whether the acquisition and improvement of the land/premises would have potential to provide employment for local residents? Businesses that look to create and safeguard job opportunities should be encouraged. If local people are employed they will spend their money locally thereby improving the local economy. Provision of youth employment opportunities was seen as particularly important especially in areas of deprivation.

3. Skill Levels

The location of a business can make an important difference to its success and the benefits it can bring to a geographical area. Areas where there are high attainment levels need high tech companies located there and neighbourhoods where there are low skill levels need companies that will provide training opportunities.

Highly technical industries benefit from having a labour pool from which to recruit workers, however, even where there not a skilled workforce available locally consideration should be given to supporting businesses locate as increased business activity can offer other economic and social benefits to neighbourhoods, for example an increased use of local shops or café's.

The opportunity for employment and training for everyone, particularly young people, can help revitalise local economies by tackling unemployment and economic inactivity. There should be an emphasis on supporting business to become established in deprived areas of the borough where there is low educational attainment and/or a skilled and trained workforce. Consideration should be given to the location of the business premises that have the potential to offer training opportunities, apprenticeships and work experience. As an authority we should encourage the provision of training and job opportunities in areas of low educational attainment. One way of working towards this and removing barriers to employment can be incentivising businesses that will provide employment and that offer skills training.

4. Connectivity

How easy is it to get to the location of the site? Dependent on the potential use of the land/property and the skill level required is there an available workforce. If not how easy is it for potential employees to get to the location and how finically viable is it for workers to travel to the site. Dependent on the type of business is the site easily accessible for the transportation of raw materials and finished products.

5. Growth areas

Is the area a growth area with new housing development? Would the location of provide business units for new enterprises and employment opportunities

for new residents. Would the location of business and retail units help create sustainable communities, providing both employment and local services? Consideration should be given to encouraging the provision of employment opportunities in close proximity to housing development, this could contribute to decreasing our carbon footprint by reducing the distances travelled to work.

6. Other social and environmental factors

There are other site specific benefits that need to be considered when ranking possible opportunities against each other. The possible alleviation of flooding on sites through careful redevelopment and planning, or the reusing of derelict or underused sites to improve the locality bringing perhaps the benefit less anti-social behaviour or acting as a catalyst to restore economic viability to an area.

A scoring matrix for use when assessing the criteria is attached at **Appendix 1**.

Conclusion

The use of Strand 3 of the CPIS is dependent on which properties are being marketed and that each property will have to be individually assessed for its potential to have value added. Members regarded this individual assessment as an opportunity for it to be used as a mechanism to intervene in areas of deprivation and engender benefits for the residents of Gedling. They concluded that social and economic benefits should be integral to any decision being taken to purchase/develop land under the strategy. The working group considered that the criteria they have developed would add value to the decision making process in other areas of the Councils work and felt that all the data currently available relating to economic position of the borough, and from other service areas, should be taken into account when decisions were being taken.

Appendix 1: Scoring Matrix

Criteria	Scoring			Comments
	Positive impact	No impact	Negative impact	
Deprivation				
Employment				
Skill levels				
Connectivity				
Growth areas				
Other factors				

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Overview and Scrutiny Committee work programme 2019/20					
	Programme of Portfolio Holding to account	Performance review	Reports/items at committee	Current reviews	Responses to scrutiny reviews
July 15		Quarter 4 data	Work programming.		
September 30	Councillor Wheeler Housing, Health and Wellbeing	Quarter 1 Performance	Annual Report Update shop radios	Exec Scrutiny Protocol Econ Development, Social and economic reasons to intervene	
November 11	Councillor Ellis Public Protection		C&D Scrutiny	As above	Response to Household Refuse Recycling Report
January 20	Councillor McCrossen Young People and Equalities Councillor Gregory Community Development	Quarter 2 Performance	Complaints	As above Housing Allocations Policy	
March 9	Councillor Hollingsworth Growth & Regeneration Councillor P Barnes Environment	Quarter 3 Performance	Satisfaction Survey Risk Register	Final Reports Exec Scrutiny Protocol Econ Development, Social and economic reasons to intervene	
27 th April	Councillor Clarke Councillor Payne		Flooding Work Programming		
Carried forward from 2018/19			Procurement processes and local businesses.		

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FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 FEBRUARY 2020 TO 31 MAY 2020

This Forward Plan sets out the details of the key and non-key decisions which the Executive Cabinet, individual Executive Members or Officers expect to take during the next four month period.

The current members of the Executive Cabinet are:

Councillor John Clarke – Leader of the Council

Councillor Michael Payne – Deputy Leader and Portfolio Holder for Resources and Reputation

Councillor Peter Barnes – Portfolio Holder for Environment

Councillor David Ellis – Portfolio Holder for Public Protection

Councillor Gary Gregory – Portfolio Holder for Community Development

Councillor Jenny Hollingsworth – Portfolio Holder for Growth and Regeneration

Councillor Viv McCrossen – Portfolio Holder for Young People and Equalities

Councillor Henry Wheeler – Portfolio Holder for Health and Wellbeing.

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Open / Exempt (and reason if the decision is to be taken in private) Is this a Key Decision?
Quarterly (Q3) Budget Monitoring and Virement Report To update members on financial performance information for the 3rd quarter of the 2019/20 year.	30 Jan 2020 Cabinet	Alison Ball, Service Manager Finance	Officer Report	Portfolio Holder for Resources and Reputation	Open Yes
Gedling Plan Quarter 3 Performance Report To inform Cabinet in summary of the position against Improvement Actions and Performance Indicators in the 2019/2020 Gedling Plan for the most recent quarter	30 Jan 2020 Cabinet	Alan Green, Performance and Project Officer	Officer Report	Leader of the Council	Open No
Prudential Code Indicator Monitoring 2019/20 and Quarterly Treasury Activity Report for Quarter ended 31 December 2019 To inform Members of the performance monitoring of the 2019/20 Prudential Code Indicators, and to advise Members of the quarterly Treasury activity as required by the Treasury Management Strategy.	30 Jan 2020 Cabinet 5 Mar 2020 Council	Sue Healey, Principal Accountant	Officer Report	Portfolio Holder for Resources and Reputation	Open No
Gedling Plan 2020/21 To approve the priorities, objectives and top actions for the Council for the forthcoming year with the associated revenue budget.	13 Feb 2020 Cabinet 5 Mar 2020 Council	Alison Ball, Service Manager Finance	Officer Report	Portfolio Holder for Resources and Reputation	Open Yes
Capital Programme and Capital Investment Strategy To approve the capital investment strategy and capital spending programme for the next financial year.	13 Feb 2020 Cabinet 5 Mar 2020 Council	Alison Ball, Service Manager Finance	Officer Report	Portfolio Holder for Resources and Reputation	Open Yes

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
Prudential and Treasury Indicators and Treasury Management Strategy Statement (TMSS) 2020/21 To present for Members' approval the Council's Prudential Code Indicators and Treasury Strategy for 2020/21, for referral to Full Council.	13 Feb 2020 Cabinet 5 Mar 2020 Council	Sue Healey, Principal Accountant	Officer Report	Portfolio Holder for Resources and Reputation	Open Yes
General Fund Budget 2020/21 For Cabinet to recommend to Council the revenue budget for the next financial year.	13 Feb 2020 Cabinet 5 Mar 2020 Council	Alison Ball, Service Manager Finance	Officer Report	Portfolio Holder for Resources and Reputation	Open Yes

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Reports and Notices received by the Chair of Overview and Scrutiny Committee as required under the Constitution or Law.

1. Items referred to the Chair of Overview and Scrutiny Committee under Contract Standing orders and Standing orders for dealing with Land

Notifications received where it has not been possible to obtain 3 quotations for a contract estimated to be between £10,000 and £50,000.

- The contract relates to the installation and maintenance of a new software within the existing Capita (Pay 360) system to support legislative changes in the way card payments are taken. Every payment made by cheque, online, via the automated payment line or by telephone to Customer Services at the Civic Centre is processed through this system. As the Pay 360 system is provided by Capita, only Capita can provide the new software to support compliance with the new regulatory requirements to reduce fraud and make online payments more secure. Therefore it has not been possible to obtain three other quotes as no other company or entity can provide this service.
- The current supplier of the mayoral chauffeuring and mayoral support service has been in place since 2016. Arrangements for services delivered under the contract have been working well and the supplier is trusted to deliver an excellent service. As the budget has reduced significantly for this current year, officers have only obtained one quote for the following reasons. Successive openly advertised procurements between 2016 and 2019 saw no interest from the market and on these occasions only one quotation, from the existing supplier, was forthcoming. Soft market testing proved that there are very few local providers with the required licences and experience in this fairly niche area of business. It is proposed to enter into a contract with the current provider in accordance with the quotation received. The contract will run for one year with an option to extend for a further year.

Please note that the above list may not be exhaustive; items may be referred at short notice to the Chair of Overview and Scrutiny Committee.

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