



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

Agenda

Overview and Scrutiny Committee

Date: **Monday 5 July 2021**

Time: **5.30 pm**

Place: **Council Chamber**

For any further information please contact:

Alec Dubberley

Democratic Services Manager

0115 901 3844

Overview and Scrutiny Committee

Membership

Chair Councillor Liz Clunie

Vice-Chair Councillor Paul Feeney

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

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AGENDA

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- 1 **Apologies for Absence and Substitutions.**
- 2 **To approve, as a correct record, the minutes of the meeting held on 26 April 2021.** 5 - 8
- 3 **Declaration of Interests.**
- 4 **Programme of Portfolio Holder Attendance** 9 - 44
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- 5 **Corporate Risk Management Scorecard Quarter 4 2020/21** 45 - 60
Report of the Head of Finance and ICT.
- 6 **Scrutiny Work Programme** 61 - 82
Report of the Democratic Services Manager
- 7 **Any other item which the Chair considers urgent.**

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MINUTES OVERVIEW AND SCRUTINY COMMITTEE

Monday 26 April 2021

Councillor Liz Clunie (Chair)

| | |
|---------------------------|-------------------------------|
| Councillor Paul Feeney | Councillor Jennifer Hemingway |
| Councillor Sandra Barnes | Councillor Mike Hope |
| Councillor Michael Boyle | Councillor Simon Murray |
| Councillor Jim Creamer | Councillor Marje Paling |
| Councillor Rachael Ellis | Councillor Martin Smith |
| Councillor Andrew Ellwood | |

Apologies for absence: Councillor Sam Smith

Officers in Attendance: H Lee, A Dubberley, M Cryer, L Juby and F Whyley

Guests in Attendance Councillor P Barnes and G Gregory

46 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

Apologies were received from Councillor Sam Smith.

47 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 26 APRIL 2021.

RESOLVED:

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

48 DECLARATION OF INTERESTS.

None.

49 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE

The committee welcomed Councillors Peter Barnes, Portfolio Holder for the Environment, and Gregory Portfolio Holder for Community Development to the meeting to discuss a number of questions that had been sent to them in advance.

Councillor Barnes addressed a number of issues and described a range of initiatives being used to take forward the ambition of the authority to become plastic free. He explained how the appointment of a Climate Change Officer would lead the authority's aspiration to promote and

protect the environment by minimising pollution and waste, and would be working with the community on a number of schemes to improve levels and quality of recycling in addition to promoting the carbon reduction agenda.

During discussion a number of points were raised:

- It was explained that glyphosphate herbicide is no longer used on land owned by Gedling Borough but that it is still available to buy and that the County Council Highways department still uses it.
- The use of wild flower planting schemes are contentious as grassed areas are no longer being cut. However, the benefits of increasing the biodiversity of areas where wild flowers have been planted had to be taken into consideration.
- Discussions are underway to reintroduce the recycling of tetrapaks.
- The authority does not currently fund play areas in parished areas. It was agreed that Parish Councils would like a contribution towards upkeep and this should be considered. Councillor Barnes acknowledged this and agreed to see what could be done.
- The funding from FCC Communities Foundation for play areas will not disappear with the closure of land fill sites as is linked to Veolia who operate the Mansfield Materials Recovery Facility and Eastcroft Incinerator.

Councillor Gregory explained that the organisation of activities was currently restricted due to the pandemic but plans were being made for when constraints were loosened.

He informed members that:

- Virtual activities for children and young people were available in the Easter holidays and the Youth and Seniors Council had been meeting virtually.
- Work is being undertaken with grassroots organisations regarding funding to enable them provide activities to re-engage with community.
- Concerns about how the pandemic may have affected volunteers are being addressed with proactive work to increase confidence for people once again to get involved in community activities.

- Work is currently being undertaken with the Youth Service and Seniors Council to identify suitable accessible activities that will promote mental and physical wellbeing.

RESOLVED to:

- Thank Councillor Barnes and Gregory for their attendance.
- Note the report.

50 REVIEW OF COMPLIMENTS AND COMPLAINTS RECEIVED BY THE COUNCIL, AND THE ANNUAL REVIEW LETTER 2020 FROM THE LOCAL GOVERNMENT OMBUDSMAN.

Francesca Whyley, Head of Governance and Customer Services 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 Annual Complaints Review letter from the Office of Local Government and Social Care Ombudsman.

RESOLVED to:

- Note the report.

51 CORPORATE MANAGEMENT RISK SCORECARD QUARTER 3

Members considered a report that had been circulated in advance of the meeting relating to the Corporate Risk Management Scorecard Quarter 3 advising members of the current level of assurance that can be provided against corporate risk.

RESOLVED to:

- Note the report.

52 SCRUTINY WORK PROGRAMME

Information updates from earlier committees

- ABL (A Better Life) – Your Health Your Way. Nottinghamshire Integrated Wellbeing Service
- One Step at a Time

Members noted the information.

Scrutiny Working Groups

Flooding

Members approved the report and recommendations arising from the working group and agreed that it would be submitted to the next available Cabinet meeting.

Domestic Abuse

Members were updated on the progress of this working group and informed that the final, evidence gathering meeting would be held shortly after which a report and recommendations would be developed.

Scrutiny in Committee

The programme of Portfolio Holder attendance was discussed and members agreed that they would like to continue with this mechanism for holding the Executive account during the upcoming municipal year. It was agreed that members would consider areas for working group review at the next committee.

RESOLVED to:

- Note the information update requested at a previous committee
- Agree the flooding working group report and recommendations should be submitted to Cabinet for a response.
- Note the information regarding the Domestic Abuse working group
- Continue with the programme of Portfolio Holder Attendance
- Agree an issue for review at the July committee.

53

ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 7.20 pm

Signed by Chair:
Date:



Report to Overview and Scrutiny

Subject: Programme of Portfolio Holder Attendance

Date: 5 July 2021

Author: Democratic Services Manager

Purpose

To consider the areas of responsibility of Councillor John Clarke, Leader, and Councillor Michael Payne, Deputy Leader and Portfolio Holder for Resources and Reputation, as part of the programme of holding the Executive to account.

To discuss areas for examination in Health, Housing and Wellbeing Portfolio for the September committee.

Recommendation(s)

That the Overview and Scrutiny Committee:

- 1) Considers, asks questions and makes comment on the information provided;
- 2) Thanks Councillors Clarke and Payne and guests for their attendance; and
- 3) Identifies areas in the Housing, Health and Wellbeing Portfolio for examination at the September meeting

1 Background

At the 26 April 2021 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 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.

2. 2021/2022 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE

- 2.1 Councillor John Clarke, Leader, and Councillor Michael Payne, Deputy Leader and Portfolio Holder for Resources and Reputation are attending the committee to give Members the opportunity to examine their areas of responsibility.

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 Council, and other key strategic local, regional and national bodies
- Oversight of the Council's Partnership and Collaboration Agreement 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.

Councillor Michael Payne, Deputy Leader and Portfolio Holder for Resources & Reputation

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

- Transformation of Council services, processes and governance
- Social mobility

Customised reports detailing performance outcomes for Q3 are attached at **Appendix 1** to assist Members to identify areas for consideration.

- 2.2 The following questions and areas for discussion have been submitted in advance from Members:

Noting the recent internal audit report on commercialisation, what can you tell us about action has been or will be taken to address the shortcomings identified with the business case building process?

What can you do to better involve this committee in the early stages of work when new policies or strategies are drafted and referred to Cabinet for adoption?

3 FUTURE PORTFOLIO HOLDER ATTENDENCE

- 3.1 Councillor Wheeler Holder for Housing, Health and Wellbeing, will be attending a future meeting of the committee to give Members the opportunity to examine areas within his Portfolio.

Responsibilities in this portfolio include:

- Leisure Centres and Sports Development, including sport and physical activity
- Health Promotion and development.
- Bonington Theatre.
- Homelessness and Housing Needs.
- Council housing development.
- Housing and council tax benefits.
- Liaison with Public Health and Clinical Commissioning Group

A customised report detailing performance outcomes for Q3 for the above Portfolio is attached at **Appendix 2** to assist Members in identifying areas for consideration.

4 Financial Implications

4.1 There are no financial implications arising from this report.

5 Legal Implications

5.1 There are no legal implications arising from this report.

6 Equalities Implications

6.1 There are no equalities implications arising from this report

7 Carbon Reduction/Sustainability Implications

7.1 There are no carbon reduction/sustainability implications arising from this report.

8 Appendices

Appendix 1: Q3 Performance Leader and Deputy Leader Resources and Reputation


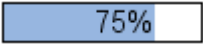
Appendix 2: Q3 Housing, Health and Wellbeing


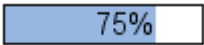

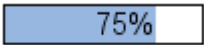
Quarter 3 Performance Report


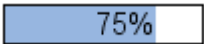
| PI Status | | Action Status | | Short Term Trends | |
|-----------|-----------|---------------|--------------------------|-------------------|---------------|
| | Alert | | Cancelled | | Improving |
| | Warning | | Overdue; Neglected | | No Change |
| | OK | | Check Progress | | Getting Worse |
| |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


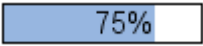
Portfolio Owners Leader Portfolio




| Title | Service Area | Status | Completion Date | Progress Bar | Notes |
|---|----------------------------------|--------|-----------------|----------------------------|--|
| Engage in local government restructuring debate to ensure local services are maintained and the voice of our residents is heard | Chief Executive | | 31-Mar-2021 | <div><div>100%</div></div> | A letter to the Leader of the County Council from the Secretary of State has effectively paused the bid for a county unitary. District and borough leaders initially committed to presenting proposals to government in Autumn 2021, but with the deferral of the government White Paper until Summer 2021 the work on this by all Nottinghamshire Councils has effectively stopped. |
| Develop and implement strong, fair employment policies | Organisational Development | | 31-Mar-2021 | <div><div>50%</div></div> | |
| Identify opportunities to redevelop vacant | Economic Growth and Regeneration | | 31-Mar-2021 | <div><div>75%</div></div> | On track - All business parks have been |

| | | | | | |
|--|----------------------------------|---|-------------|--|--|
| or underused land for employment uses | | | | | <p>surveyed and mapped to help support the response to Covid19 and supporting businesses re-opening. Contact details for the businesses are now being added to ensure that we are able to contact businesses if required. This has also been supplemented by the significant contact the team have had with businesses, seeking grants from the council.</p> <p>Business survey - is being planned to understand the local issues. This has been delayed slightly due to the further lock down restrictions and the need to support businesses with grant applications instead.</p> <p>Colwick - this work has been placed on hold, due to other priorities (linked to Covid19).</p> |
| Facilitate growth and inward investment across the Borough | Economic Growth and Regeneration |  | 31-Mar-2021 |  | Emphasis has been altered slightly to focus on supporting businesses through Covid19 to ensure they remain operating and |

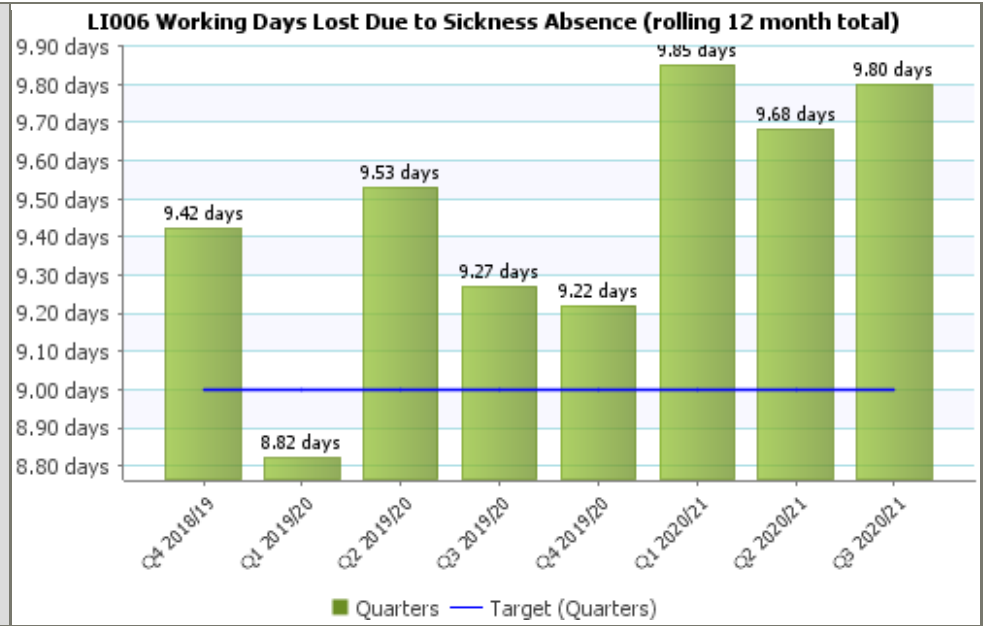
| | | | | | |
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| | | | | | employing staff. Work on the Kick Start scheme is being fed into this. |
| Provide targeted business support to small and medium businesses across the borough | Economic Growth and Regeneration |  | 31-Mar-2021 |  | <p>A total of 24 businesses have been assisted by the EGR team during the last three months (note that this does not include the numerous businesses who have been contacted due to the Covid grants). These businesses have included those seeking recruitment support, general business support as well as premises. There have also been a number of referrals to both of the Business Advisors who have worked on a number of the enquiries.</p> |
| Identify and facilitate delivery of the key strategic interventions in Arnold town centre, including Arnold Market | Economic Growth and Regeneration |  | 31-Mar-2021 |  | <p>Significant progress has been made with the Arnold Market Place redevelopment scheme: a contractor is now working on the preparations for the start of the scheme in early 2021, with the expected completion date by the end of 2021. The relocation of half of the market stalls will ensure that the main</p> |

| | | | | | |
|--|----------------------------------|---|-------------|--|---|
| | | | | | <p>market can be relocated within Q4 to ensure the redevelopment of the market can start in a timely fashion.</p> <p>Due to Covid19, we have been working on a programme of re-opening the high street safely. This work has meant that there has been some initial research done on any interventions within Arnold town Centre, but is currently focused on the businesses re-opening safely, as opposed to regeneration schemes.</p> |
| Identify and facilitate delivery of the strategic interventions in our local centres, including the Carlton Square development | Economic Growth and Regeneration |  | 31-Mar-2021 |  | <p>Significant progress has been made with the Carlton Square improvement scheme. Contractors are currently working through the preparations to start on site in early 2021.</p> <p>Due to Covid19, we have been working on a programme of re-opening the high street safely. This work has meant that there has been some initial research done on any interventions within the local</p> |




| | | | | | |
|---|----------------------------------|---|-------------|--|---|
| | | | | | centres, but is currently focused on the businesses re-opening safely, as opposed to regeneration schemes. |
| Work with the Metro Partners and D2N2 to secure funds for key infrastructure priorities | Economic Growth and Regeneration |  | 31-Mar-2021 |  | The metro meetings have been placed on hold during the last quarter due to Covid. However, ongoing work is occurring with the Metro partners on delivering wider regeneration and economic benefits across the patch. |


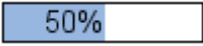

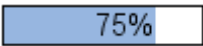

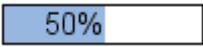
| LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total) | | | |
|--|--|---|---|
| Service Area | Organisational Development | |  |
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters |
| 9.80 days | 9.00 days |  |  |
| Latest Note | Long-term absence accounted for almost half of all days lost in December (122 full-time equivalent days out of 231). Three large teams all had very high levels of absence. Coronavirus sickness absence only accounted for 34 days lost out of a total of 268 days in December. The amount of days lost in December last year (231 FTE days) was almost the same as December this year (243 FTE days) although the number of days lost per employee was larger as the total number of employees in the workforce has reduced (354 FTE this year against 370 FTE in December 2019). As such, sickness absence hasn't really worsened between periods which is encouraging bearing in mind the current pandemic. Active management of long-term cases still remains perhaps the key focus and with a sustained effort to help these employees return to work as early as possible (and where possible). | | |


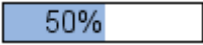

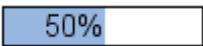

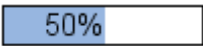






Performance against target




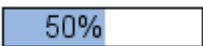

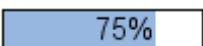



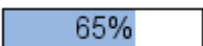



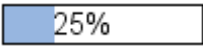
Portfolio Owners Deputy Leader Resources and Reputation


| Title | Service Area | Status | Completion Date | Progress Bar | Notes |
|--|--------------------------------------|---|-----------------|---------------------------|---|
| Establish a Gedling Social Mobility Commission to improve the life chances and opportunities of young people | Community Development |  | 31-Mar-2021 | <div><div>0%</div></div> | Work delayed due to Covid-19 Response. Proposed that this is incorporated as part of the Residents and Communities Reset programme, informed by further data and insight gathering. |
| Deliver and implement the Social Mobility Action Plan | Community Development |  | 31-Mar-2021 | <div><div>5%</div></div> | Further steps to develop a local Social Mobility Commission remain on hold during the Covid-19 pandemic, but the gathering of data insight as part of the Council's Reset Strategy will help inform renewed approach to develop the Commission when resources and restrictions allow. |
| Create a welcoming and vibrant reception at the Civic Centre | Customer Services and Communications |  | 31-Mar-2022 | <div><div>30%</div></div> | A large amount of work has taken place in partnership with NTU. Initial designs have been supplied and preferred options chosen. The next stage will be to engage with NTU over a final design. Unfortunately this has been |

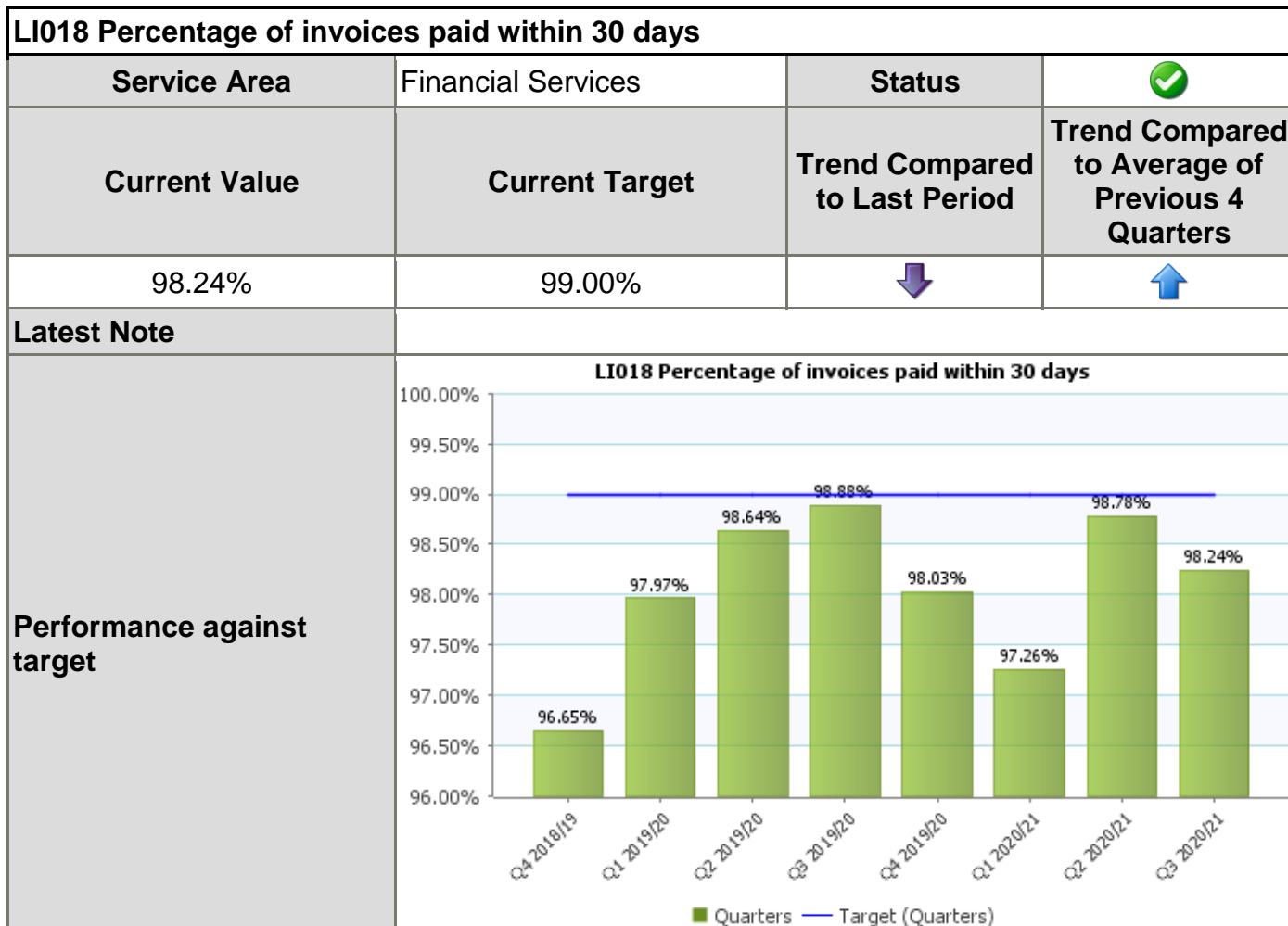
| | | | | | |
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| | | | | | postponed due to Covid-19. |
| Strengthen the working arrangements with the Department for Work and Pensions, beyond co-location to provide advice and support for our residents | Customer Services and Communications |  | 31-Mar-2021 |  | We continue to work with the DWP to provide better outcomes for our mutual customers. Prior to the Covid-19 outbreak a number of advice days focused around different themes was planned. This work is pending either being able to deliver in a different way or when face to face sessions can resume. We have worked together throughout the current situation to ensure vital support and advice is given to our most vulnerable customers. |
| Create and implement a Communication Strategy and plan | Customer Services and Communications |  | 31-Mar-2021 |  | A draft strategy has been created and was passed for comment first to the Director of Organisational Development & Democratic Services in September. |
| Develop and deliver a new efficiency programme in order to secure a balanced budget in the medium term | Chief Executive |  | 31-Mar-2021 |  | SLT have reviewed the MTFP and issued a £1m target to Directors/Service Managers. Proposals have now been put forward and are currently being assessed for |




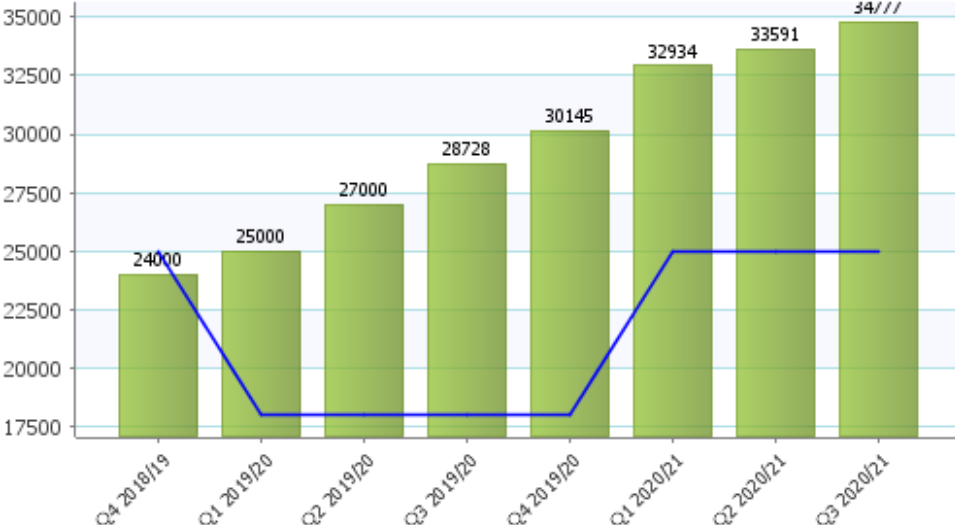
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| | | | | | inclusion in the budget process. |
| Continue to maximise the Council's commercial investment opportunities | Chief Executive |  | 31-Mar-2021 |  | A review of the Council's existing commercial schemes to ensure returns are being optimised is ongoing. |
| Develop and implement a strategy to maximise current income streams and identify new income opportunities | Financial Services |  | 31-Mar-2021 |  | The draft Charging Strategy is now to be reviewed as part of the planned internal audit of the Council's commercial activities. |
| Continue to implement the Demand Management Strategy | Director of Organisational Development and Democratic Services |  | 31-Mar-2021 |  | A demand management review of Garden Waste commenced in August and has identified a number of potential improvements in process. The review will continue into quarter 3. |
| Implement the requirements of the financial management code to deliver effective longer term financial planning | Financial Services |  | 31-Mar-2021 |  | Review of the Code commenced with implementation to be finalised as part of the budget process. |
| Identify further management savings to ensure continuing investment in front line services | Chief Executive |  | 31-Mar-2021 |  | Phase 2 of the management restructure was approved by ACSC on 18th November. Officers appointed to posts late December/ early January. |
| Carry out a Local Government Association Peer | Chief Executive |  | 31-Mar-2021 |  | Work ongoing in the preparation of a Gedling Position |

| | | | | | |
|---|--|---|-------------|--|---|
| Review and agree and implement an improvement plan | | | | | Statement. Due to Covid-19 the on-site Peer Review has been rearranged to May 2021. |
| Explore delivery models in partnership with other local authorities and public bodies | Chief Executive |  | 31-Mar-2021 |  | This forms part of the devolution discussions with borough/district colleagues. These have stalled pending the publication of the government White Paper in Summer 2021. |
| Continue to implement the Agile Working Strategy | Director of Organisational Development and Democratic Services |  | 31-Mar-2021 |  | A previous business case was submitted for a council wide roll out of agile working in early 2019, which was not taken forward. In light of the current situation in relation to Covid-19 and home working arrangements a review and resubmission of a business case was requested. A draft business case was sent to the Director of Organisational Development and Democratic Services and Finance colleagues for comment on the 2 October. |
| Support provision of training in order to maintain a skilled, competent and confident workforce | Organisational Development |  | 31-Mar-2021 |  | Limited training is taking place but still continuing as on-line learning for our qualification delivery and some |




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| | | | | | in-house management training/ workshops. |
| Complete the Constitution review to continue to support good governance | Director of Organisational Development and Democratic Services |  | 31-Mar-2021 |  | <p>A working group meeting was held in November with Members to look at procedural standing orders, final amendments are being made following member comments.</p> <p>Most remaining sections including standing orders for dealing with land have been to SLT for approval. Contract Standing Orders and Financial Regulations are currently being drafted, to be passed to SLT in quarter four with the aim to have the final revised constitution to Council in April for a first pass.</p> |
| Review and implement a new Digital Strategy | Customer Services and Communications |  | 31-Mar-2021 |  | |
| Continue to invest in digital Infrastructure | Customer Services and Communications |  | 31-Mar-2021 |  | <p>Roll out of Teams has commenced on a self-serve basis. MS forms will be tested by internal volunteers to facilitate remote training and a wider roll out of softphones has been agreed.</p> |

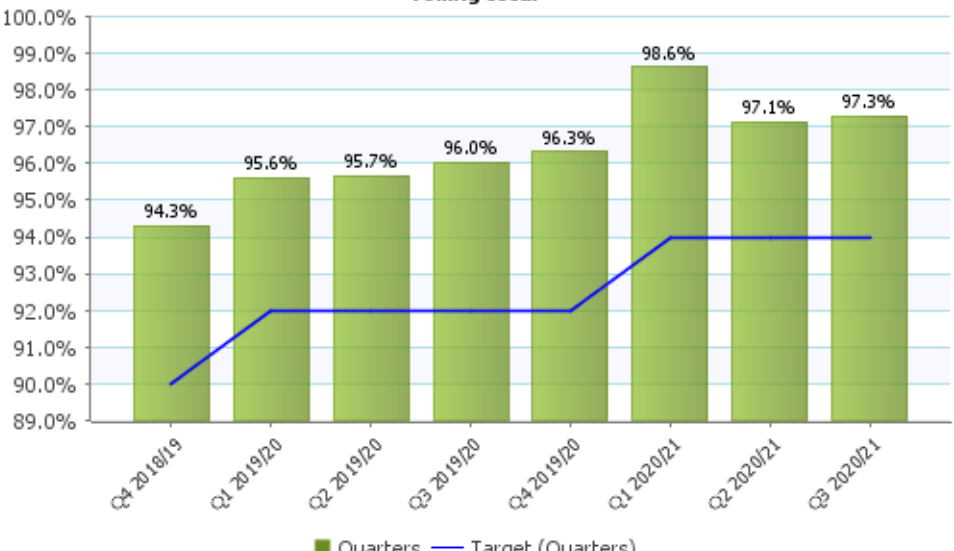
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| Develop and implement a new ICT Strategy | Customer Services and Communications |  | 31-Mar-2021 | <div><div>15%</div></div> | Will follow the digital strategy to enable delivery. |
|--|--------------------------------------|---|-------------|---------------------------|--|






| 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 34777 | 25000 |  |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest Note | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div>LI321 Number of Keep Me Posted email newsletter subscribers</div>  <table><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q4 2018/19</td><td>24000</td><td>24000</td></tr><tr><td>Q1 2019/20</td><td>25000</td><td>18000</td></tr><tr><td>Q2 2019/20</td><td>27000</td><td>18000</td></tr><tr><td>Q3 2019/20</td><td>28728</td><td>18000</td></tr><tr><td>Q4 2019/20</td><td>30145</td><td>18000</td></tr><tr><td>Q1 2020/21</td><td>32934</td><td>25000</td></tr><tr><td>Q2 2020/21</td><td>33591</td><td>25000</td></tr><tr><td>Q3 2020/21</td><td>34777</td><td>25000</td></tr></tbody></table> | | | Quarter | Quarters | Target (Quarters) | Q4 2018/19 | 24000 | 24000 | Q1 2019/20 | 25000 | 18000 | Q2 2019/20 | 27000 | 18000 | Q3 2019/20 | 28728 | 18000 | Q4 2019/20 | 30145 | 18000 | Q1 2020/21 | 32934 | 25000 | Q2 2020/21 | 33591 | 25000 | Q3 2020/21 | 34777 | 25000 |
| | Quarter | Quarters | Target (Quarters) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 24000 | 24000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 25000 | 18000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 27000 | 18000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 28728 | 18000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 30145 | 18000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 32934 | 25000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 33591 | 25000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 34777 | 25000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 |
| 97.3% | 94.0% |  |  |

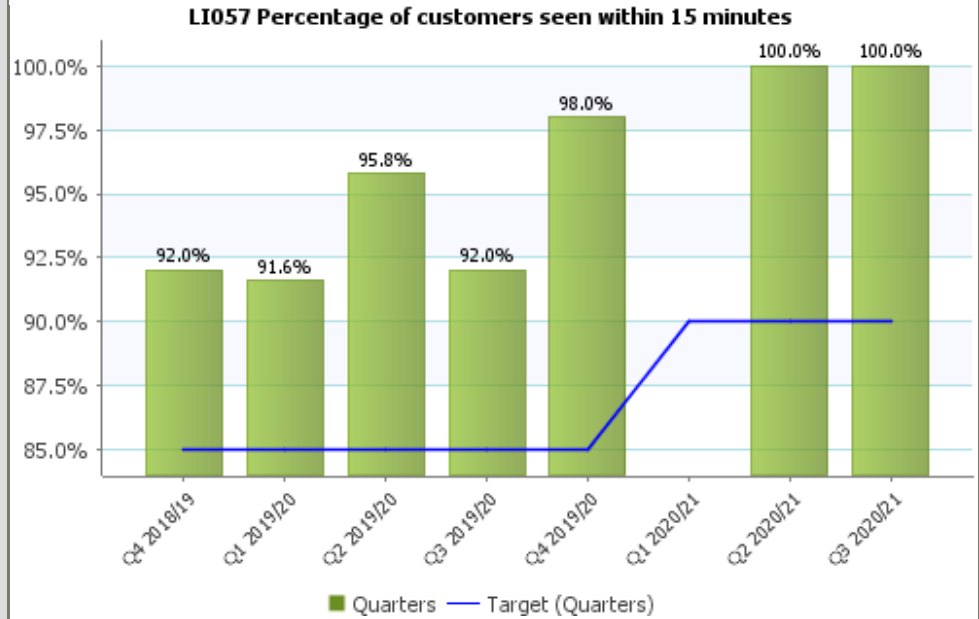
| Latest Note | | | | | | | | | | | | | | | | | | | |
|----------------------------|--|---------|-----------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|
| Performance against target | <p>LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2018/19</td> <td>94.3%</td> </tr> <tr> <td>Q1 2019/20</td> <td>95.6%</td> </tr> <tr> <td>Q2 2019/20</td> <td>95.7%</td> </tr> <tr> <td>Q3 2019/20</td> <td>96.0%</td> </tr> <tr> <td>Q4 2019/20</td> <td>96.3%</td> </tr> <tr> <td>Q1 2020/21</td> <td>98.6%</td> </tr> <tr> <td>Q2 2020/21</td> <td>97.1%</td> </tr> <tr> <td>Q3 2020/21</td> <td>97.3%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters — Target (Quarters)</p> | Quarter | Value (%) | Q4 2018/19 | 94.3% | Q1 2019/20 | 95.6% | Q2 2019/20 | 95.7% | Q3 2019/20 | 96.0% | Q4 2019/20 | 96.3% | Q1 2020/21 | 98.6% | Q2 2020/21 | 97.1% | Q3 2020/21 | 97.3% |
| Quarter | Value (%) | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 94.3% | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 95.6% | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 95.7% | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 96.0% | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 96.3% | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 98.6% | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 97.1% | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 97.3% | | | | | | | | | | | | | | | | | | |

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 |
| 100.0% | 90.0% |  |  |

Latest Note

Performance against target



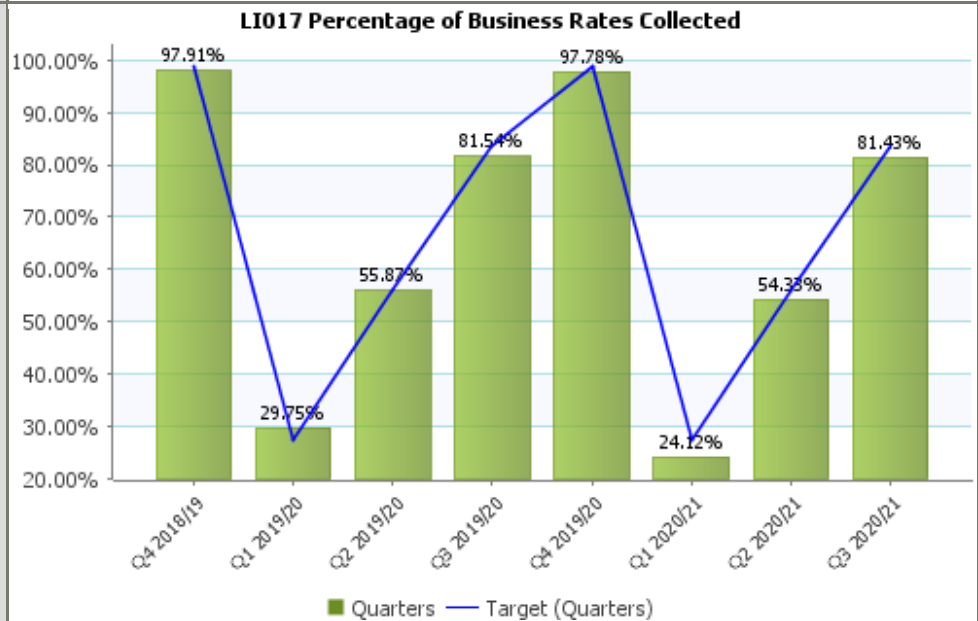
LI017 Percentage of Business Rates Collected




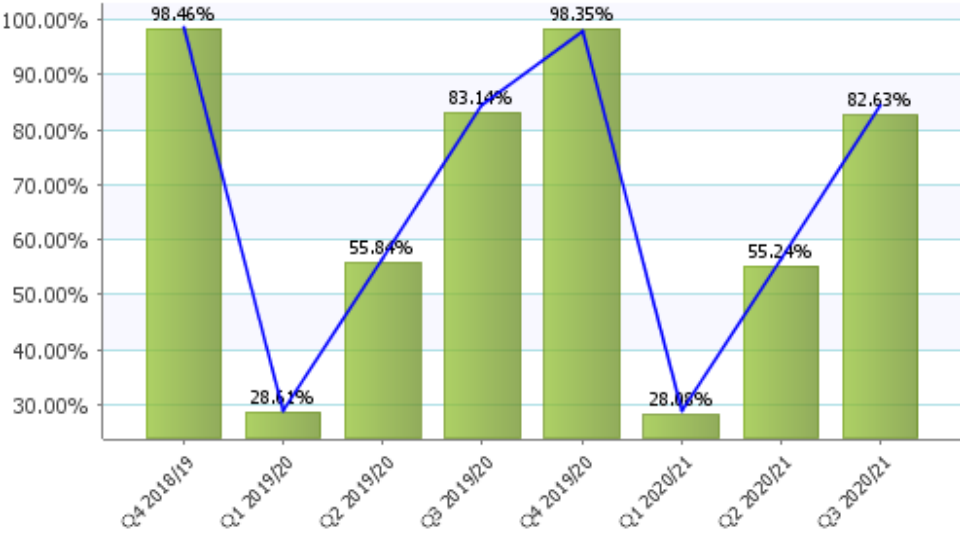
| Service Area | Revenues and Welfare Support | Status |  |
|---------------|------------------------------|---|---|
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters |
| 81.43% | 83.42% |  |  |

Latest Note

Collection rate slightly lower than expected due to the impact of Covid 19.














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 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 82.63% | 84.40% |  |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest Note | Collection rate slightly lower than expected due to the impact of Covid 19. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div>LI016 Percentage of Council Tax collected</div>  <table><thead><tr><th>Quarter</th><th>Quarters (%)</th><th>Target (Quarters) (%)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>98.46%</td><td>98.46%</td></tr><tr><td>Q1 2020/21</td><td>28.61%</td><td>28.61%</td></tr><tr><td>Q2 2020/21</td><td>55.84%</td><td>55.84%</td></tr><tr><td>Q3 2020/21</td><td>83.14%</td><td>83.14%</td></tr><tr><td>Q4 2020/21</td><td>98.35%</td><td>98.35%</td></tr><tr><td>Q1 2021/22</td><td>28.08%</td><td>28.08%</td></tr><tr><td>Q2 2021/22</td><td>55.24%</td><td>55.24%</td></tr><tr><td>Q3 2021/22</td><td>82.63%</td><td>82.63%</td></tr></tbody></table> <div>■ Quarters — Target (Quarters)</div> | | | Quarter | Quarters (%) | Target (Quarters) (%) | Q4 2019/20 | 98.46% | 98.46% | Q1 2020/21 | 28.61% | 28.61% | Q2 2020/21 | 55.84% | 55.84% | Q3 2020/21 | 83.14% | 83.14% | Q4 2020/21 | 98.35% | 98.35% | Q1 2021/22 | 28.08% | 28.08% | Q2 2021/22 | 55.24% | 55.24% | Q3 2021/22 | 82.63% | 82.63% |
| | Quarter | Quarters (%) | Target (Quarters) (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 98.46% | 98.46% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 28.61% | 28.61% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 55.84% | 55.84% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 83.14% | 83.14% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2020/21 | 98.35% | 98.35% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2021/22 | 28.08% | 28.08% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2021/22 | 55.24% | 55.24% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2021/22 | 82.63% | 82.63% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |


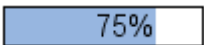


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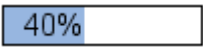

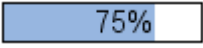
Quarter 3 Performance Report




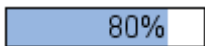
| PI Status | | Action Status | | Short Term Trends | |
|---|-----------|---|--------------------------|--|---------------|
|  | Alert |  | Cancelled |  | Improving |
|  | Warning |  | Overdue; Neglected |  | No Change |
|  | OK |  | Check Progress |  | Getting Worse |
|  | Unknown |  | Not Started;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


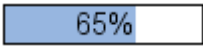

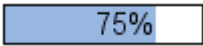

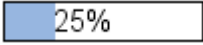




Portfolio Owners Housing, Health and Wellbeing




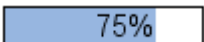
| Title | Service Area | Status | Completion Date | Progress Bar | Notes |
|---|-----------------------|---|-----------------|---------------------------|--|
| Work with local organisations to improve people's life chances and reduce levels of poverty | Community Development |  | 31-Mar-2021 | <div><div>75%</div></div> | <p>The Richard Herrod Food Hub and joint working with local foodbanks has been maintained during Q3. GBC Customer Services are supporting those most vulnerable by signposting to other services, supporting benefit eligibility and organising food parcels.</p> <p>£10,000 raised as part of the Feeding Gedling fundraiser and joint working with key children and families services has enabled 600 Festive Parcels to be delivered direct to the most vulnerable families within Gedling.</p> |


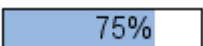




| | | | | | |
|---|----------------------------------|---|-------------|--|--|
| Deliver improvements to the standard and of availability of temporary accommodation | Economic Growth and Regeneration |  | 31-Mar-2021 |  | <p>The Temporary Accommodation Working Group (made up from the Strategic Housing and Housing Needs Teams) has been working to improve the standard and availability of temporary accommodation. In this quarter, there has been significant progress on the main work programme, including;</p> <ul style="list-style-type: none"> - Cabinet approval received on the working group's identified work programme - Submitted and secured NSAP funding and work to deliver the funding has started - a temporary accommodation review paper is being finalised (on the back of some external advice sought) to help inform the next steps - a review of TA cases has been initiated. |
| Identify and deliver key interventions to prevent homelessness and rough sleeping | Revenues and Welfare Support |  | 31-Mar-2021 |  | It has been impossible to add new prevention measures to those existing ones due to |




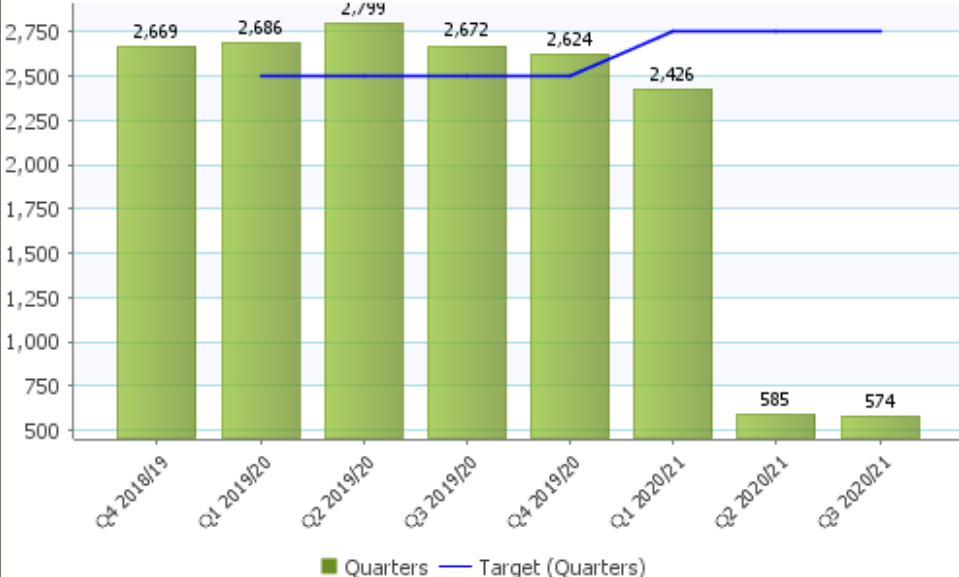
| | | | | | |
|--|-----------------------|---|-------------|--|--|
| | | | | | the pandemic. All efforts have been concentrated on dealing with pandemic issues for those rough sleeping or at risk of rough sleeping. |
| Review and implement a Housing Needs assessment | Planning Policy |  | 31-Mar-2021 |  | A Housing Needs Assessment was published on the Greater Nottingham Planning Partnership website in August, forming part of the evidence base for the Greater Nottingham Strategic Plan. Consideration is being given to the nature of additional work which will be required in order to inform a review of affordable housing policy, whether this is through the review of the Local Plan or an update of the SPD. |
| Create a new network of walkways and cycleways around the borough | Community Development |  | 31-Mar-2021 |  | Report to Cabinet in October updating on feasibility work to date regarding the development of a cycle and walking way on the former mineral line between Gedling Country Park and Netherfield. |
| Maintain active involvement in the County wide Health and Wellbeing board, South Nottinghamshire Integrated Care | Community Development |  | 31-Mar-2021 |  | GBC continues to be represented on the South Nottinghamshire Integrated Care Partnership. Service Manager |




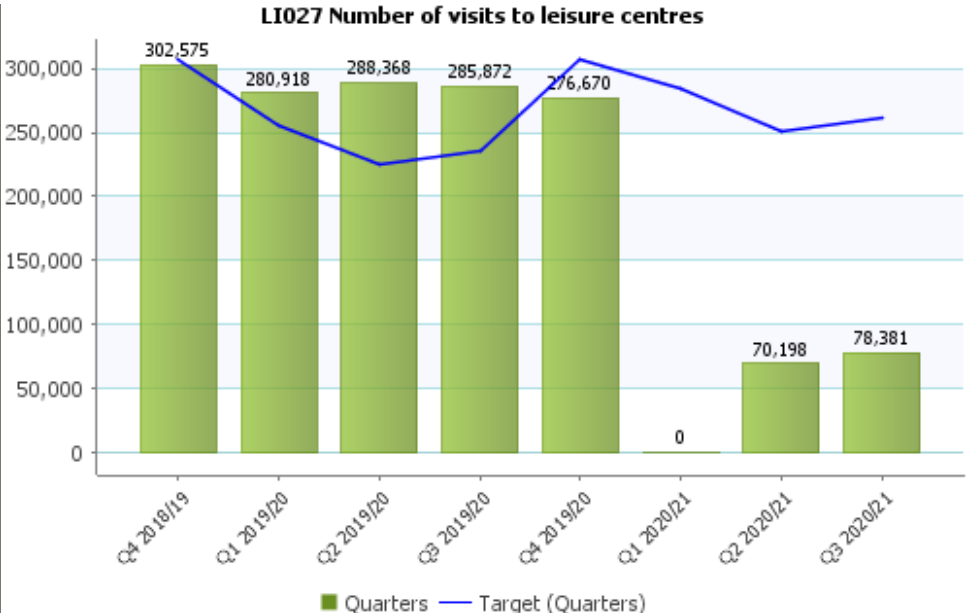
| | | | | | |
|---|-----------------------|---|-------------|--|---|
| System and continue to support delivery of the approved Health and Wellbeing Plan. | | | | | <p>Community Relations has been appointed the Executive Lead for Community Development on the Board.</p> <p>Portfolio Holder for Housing, Health and Wellbeing continues to represent the Council on the Nottinghamshire Health and Wellbeing Board.</p> <p>GBC officers are integrated in the Covid-19 Response work of the Nottingham and Nottinghamshire Local Resilience Forum.</p> |
| Working with key partners develop and implement a plan to address the impact of alcohol related harm in the Borough | Community Development |  | 31-Mar-2021 |  | Meeting has taken place with commissioned alcohol reduction service Change Grow Lives (CGL). Proposal being developed for front-line Council staff and other partners to be trained in brief intervention training regarding alcohol reduction. |
| Agree and implement a range of actions to deliver the approved Sport and Physical Activity Strategy | Leisure |  | 31-Mar-2021 |  | Public consultation on the S&PA strategy was carried out in September. Work to finalise the strategy will encompass feedback from this |




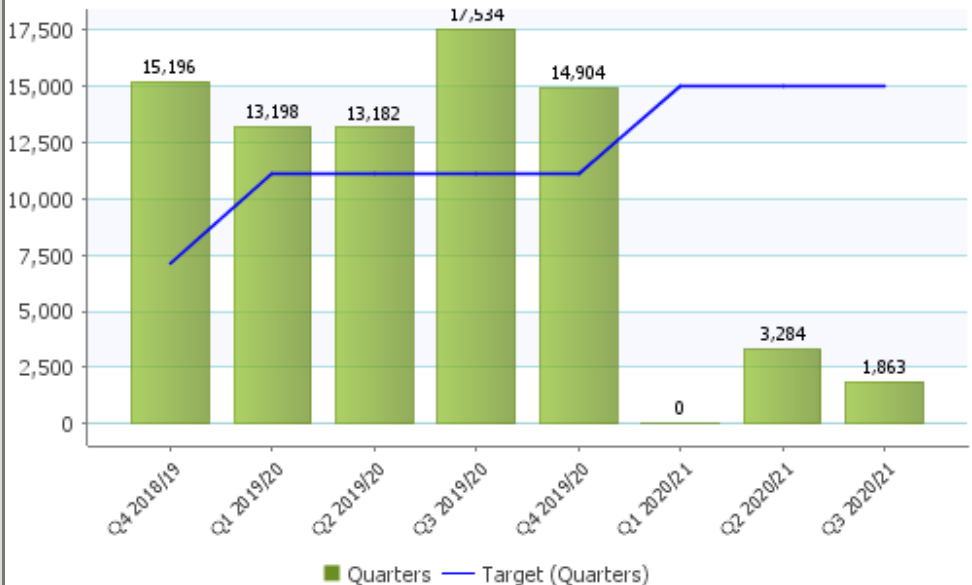
| | | | | | |
|--|-----------------------|---|-------------|--|--|
| | | | | | consultation exercise. |
| Review options for improving our Leisure facilities | Leisure |  | 31-Mar-2021 |  | The work of SLC has completed. SLT have received an update report and an Action Plan will be generated for adoption in September. |
| Develop investment opportunities into sport and physical activity outreach programmes | Community Development |  | 31-Mar-2021 |  | <p>Joint work with South Nottinghamshire Integrated Care Partnership to consider NHS Charities Funding to extend the roll out of the local "One Step At A Time" pilot project developed out of the Countywide LRF response.</p> <p>Leisure centres have been offering online workouts during the pandemic.</p> |
| Explore options and introduce a 'Swimming Passport' providing access & opportunity for free swimming sessions for under-16s and over 65s | Leisure |  | 31-Mar-2022 |  | The Swimming Passport has been affected by Covid. Work has been going on to determine how the card can work and what impact it might have on income. |
| Explore the options and implement a 'Gedling Forces Leisure Card' for all serving and retired armed forces personnel | Leisure |  | 31-Mar-2021 |  | The Armed Forces membership was launched on 11th November. |
| Deliver the Playing Pitch Strategy | Community Development |  | 31-Mar-2021 |  | Nottingham Hockey Club has |




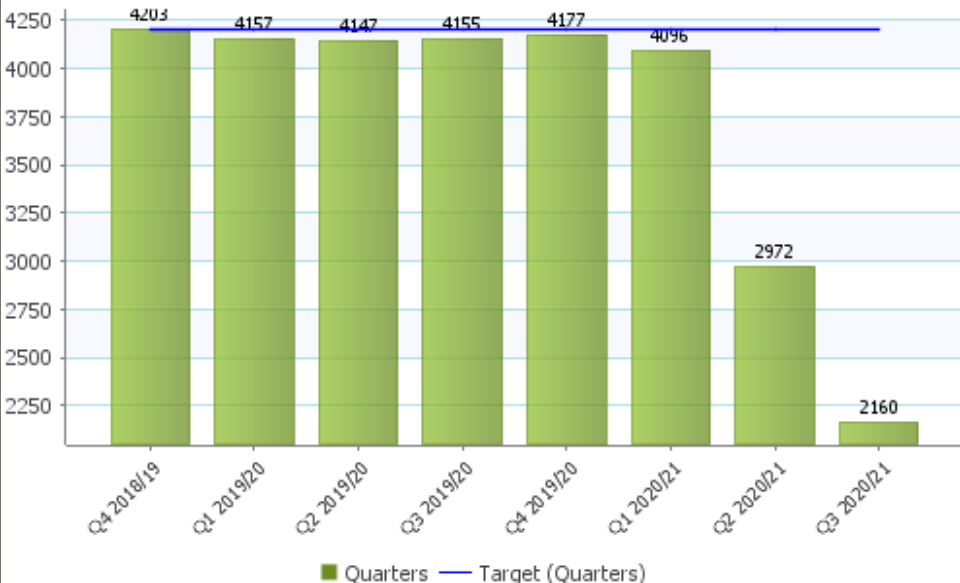
| | | | | | |
|---|-----------------------|---|-------------|--|---|
| | | | | | successfully obtained external funding to re-surface the artificial sand based hockey pitches at Goosedale Sports Ground. This completes a key development action of the Playing Pitch Strategy Action Plan. |
| Work with target groups and community organisations to maximise investment opportunities for the Bonington Theatre and Cinema to increase attendance and improve visitor experience | Leisure |  | 31-Mar-2021 |  | <p>The Bonington has been hit by the Covid issue. As part of the Reset process the theatre has become a cinema for the foreseeable future (until live acts can be shown).</p> <p>Numbers have been affected due to social distancing. The Theatre Manager is looking at priority groups, communication approaches and how we move from our current socially distanced capacity of 24 to increasing this in increments as guidance allows.</p> |
| Develop and work with key stakeholders to embed a sustainable social prescribing programme across the borough | Community Development |  | 31-Mar-2021 |  | Work is underway to secure an extension for 2021/22 to the community development resource to support the South Notts social prescribing system commissioned by |




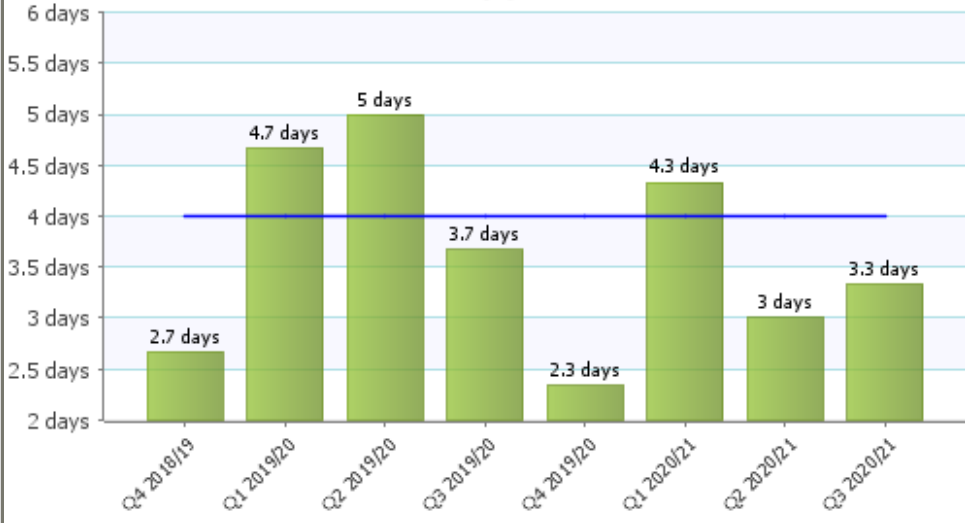
| | | | | | |
|--|-----------------------|---|-------------|--|---|
| | | | | | the NHS Primary Care Networks. |
| Directly support local groups to tackle loneliness and isolation | Community Development |  | 31-Mar-2021 |  | Most community groups were closed this quarter except for a few offering food parcels and online sessions, due to the pandemic. |
| Implement the action plan to deliver the Council's commitment to the Mental Health Concordat | Community Development |  | 31-Mar-2021 |  | The Council e-health and wellbeing newsletters have continued to promote positive mental health and signposting to local services. Planning underway to promote positive mental health as part of World Mental Health Day in October. |
| Directly work with groups to support those affected by dementia | Community Development |  | 31-Mar-2021 |  | The Council is playing a lead role in the South Notts Integrated Car Partnership's Frailty Task and Finish group linking up community interventions with primary care provision. |




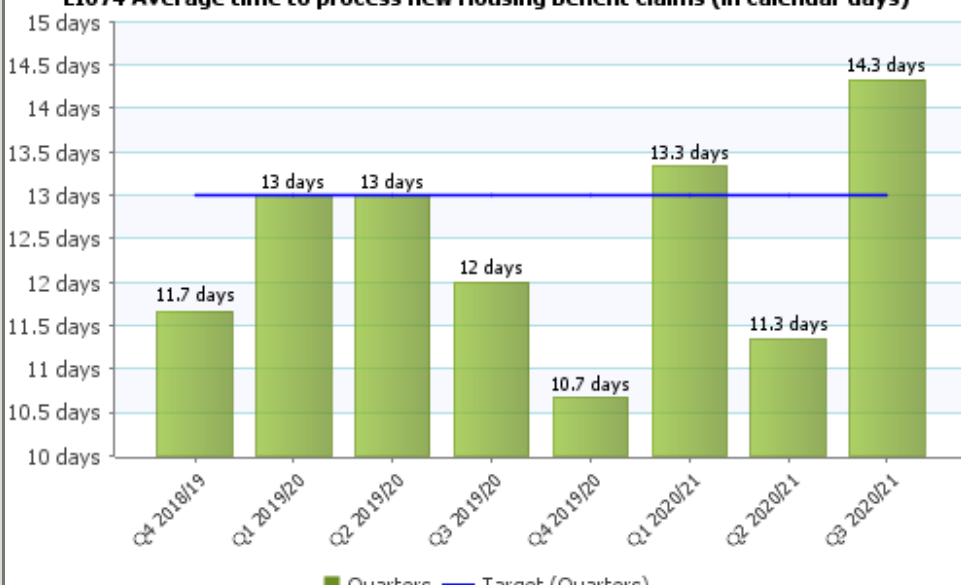
| LI379 Average number of Swim School Members (12 month rolling period) | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|---|---------|---------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-----|------------|-----|
| Service Area | Leisure | Status |  | | | | | | | | | | | | | | | | | | |
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters | | | | | | | | | | | | | | | | | | |
| 574 | Tracking Indicator |  |  | | | | | | | | | | | | | | | | | | |
| Latest Note | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div><div><div>LI379 Average number of Swim School Members (12 month rolling period)</div><table><thead><tr><th>Quarter</th><th>Average Number of Members</th></tr></thead><tbody><tr><td>Q4 2018/19</td><td>2,669</td></tr><tr><td>Q1 2019/20</td><td>2,686</td></tr><tr><td>Q2 2019/20</td><td>2,799</td></tr><tr><td>Q3 2019/20</td><td>2,672</td></tr><tr><td>Q4 2019/20</td><td>2,624</td></tr><tr><td>Q1 2020/21</td><td>2,426</td></tr><tr><td>Q2 2020/21</td><td>585</td></tr><tr><td>Q3 2020/21</td><td>574</td></tr></tbody></table><div>■ Quarters — Target (Quarters)</div></div></div> | | | Quarter | Average Number of Members | Q4 2018/19 | 2,669 | Q1 2019/20 | 2,686 | Q2 2019/20 | 2,799 | Q3 2019/20 | 2,672 | Q4 2019/20 | 2,624 | Q1 2020/21 | 2,426 | Q2 2020/21 | 585 | Q3 2020/21 | 574 |
| | Quarter | Average Number of Members | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 2,669 | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 2,686 | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 2,799 | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 2,672 | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 2,624 | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 2,426 | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 585 | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 574 | | | | | | | | | | | | | | | | | | | | |




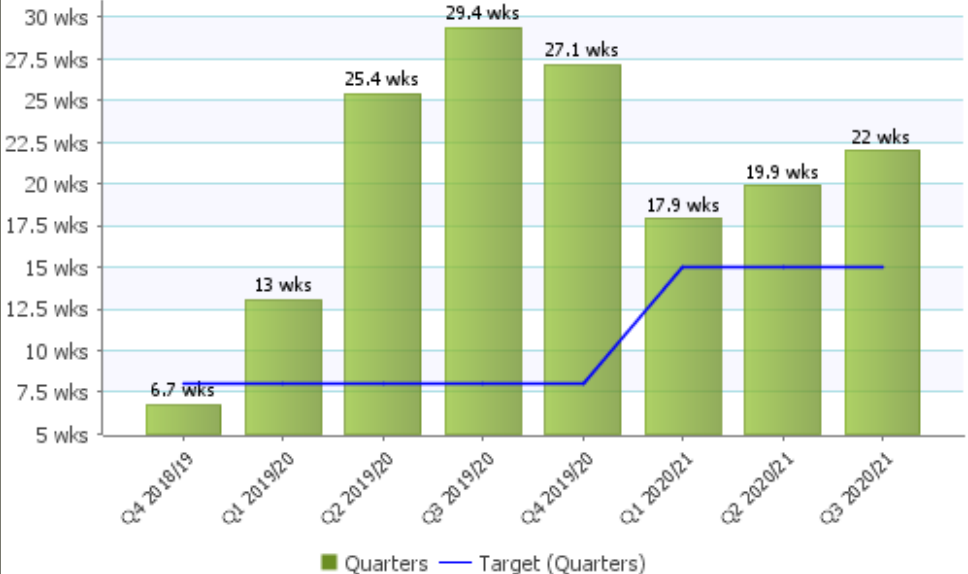
| LI027 Number of visits to leisure centres | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|---|---------|-------------------|----------------------------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---------|---------|------------|---|---------|------------|--------|---------|------------|--------|---------|
| Service Area | Leisure | Status |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 78,381 | Tracking Indicator |  |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest Note | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div>LI027 Number of visits to leisure centres</div>  <table><thead><tr><th>Quarter</th><th>Quarters (Visits)</th><th>Target (Quarters) (Visits)</th></tr></thead><tbody><tr><td>Q4 2018/19</td><td>302,575</td><td>302,575</td></tr><tr><td>Q1 2019/20</td><td>280,918</td><td>250,000</td></tr><tr><td>Q2 2019/20</td><td>288,368</td><td>225,000</td></tr><tr><td>Q3 2019/20</td><td>285,872</td><td>235,000</td></tr><tr><td>Q4 2019/20</td><td>276,670</td><td>276,670</td></tr><tr><td>Q1 2020/21</td><td>0</td><td>265,000</td></tr><tr><td>Q2 2020/21</td><td>70,198</td><td>250,000</td></tr><tr><td>Q3 2020/21</td><td>78,381</td><td>260,000</td></tr></tbody></table> <div>■ Quarters — Target (Quarters)</div> | | | Quarter | Quarters (Visits) | Target (Quarters) (Visits) | Q4 2018/19 | 302,575 | 302,575 | Q1 2019/20 | 280,918 | 250,000 | Q2 2019/20 | 288,368 | 225,000 | Q3 2019/20 | 285,872 | 235,000 | Q4 2019/20 | 276,670 | 276,670 | Q1 2020/21 | 0 | 265,000 | Q2 2020/21 | 70,198 | 250,000 | Q3 2020/21 | 78,381 | 260,000 |
| | Quarter | Quarters (Visits) | Target (Quarters) (Visits) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 302,575 | 302,575 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 280,918 | 250,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 288,368 | 225,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 285,872 | 235,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 276,670 | 276,670 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 0 | 265,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 70,198 | 250,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 78,381 | 260,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| LI027f Number of attendances - Bonington Theatre | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|---|---------|------------|--------|------------|--------|-------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|---|--------|------------|-------|--------|------------|-------|--------|
| Service Area | Leisure | Status |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1,863 | Tracking Indicator |  |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest Note | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div>LI027f Number of attendances - Bonington Theatre</div>  <table><thead><tr><th>Quarter</th><th>Attendance</th><th>Target</th></tr></thead><tbody><tr><td>Q4 2018/19</td><td>15,196</td><td>7,500</td></tr><tr><td>Q1 2019/20</td><td>13,198</td><td>11,000</td></tr><tr><td>Q2 2019/20</td><td>13,182</td><td>11,000</td></tr><tr><td>Q3 2019/20</td><td>17,534</td><td>11,000</td></tr><tr><td>Q4 2019/20</td><td>14,904</td><td>11,000</td></tr><tr><td>Q1 2020/21</td><td>0</td><td>15,000</td></tr><tr><td>Q2 2020/21</td><td>3,284</td><td>15,000</td></tr><tr><td>Q3 2020/21</td><td>1,863</td><td>15,000</td></tr></tbody></table> | | | Quarter | Attendance | Target | Q4 2018/19 | 15,196 | 7,500 | Q1 2019/20 | 13,198 | 11,000 | Q2 2019/20 | 13,182 | 11,000 | Q3 2019/20 | 17,534 | 11,000 | Q4 2019/20 | 14,904 | 11,000 | Q1 2020/21 | 0 | 15,000 | Q2 2020/21 | 3,284 | 15,000 | Q3 2020/21 | 1,863 | 15,000 |
| | Quarter | Attendance | Target | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 15,196 | 7,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 13,198 | 11,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 13,182 | 11,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 17,534 | 11,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 14,904 | 11,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 0 | 15,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 3,284 | 15,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 1,863 | 15,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| LI085 Average number of DNA members (12 month rolling period) | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---------|-------------------------------|------------|------|------------|------|------------|------|------------|------|------------|------|------------|------|------------|------|------------|------|
| Service Area | Leisure | Status |  | | | | | | | | | | | | | | | | | | |
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters | | | | | | | | | | | | | | | | | | |
| 2160 | Tracking Indicator |  |  | | | | | | | | | | | | | | | | | | |
| Latest Note | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div><div>LI085 Average number of DNA members (12 month rolling period)</div><table><thead><tr><th>Quarter</th><th>Average number of DNA members</th></tr></thead><tbody><tr><td>Q4 2018/19</td><td>4203</td></tr><tr><td>Q1 2019/20</td><td>4157</td></tr><tr><td>Q2 2019/20</td><td>4147</td></tr><tr><td>Q3 2019/20</td><td>4155</td></tr><tr><td>Q4 2019/20</td><td>4177</td></tr><tr><td>Q1 2020/21</td><td>4096</td></tr><tr><td>Q2 2020/21</td><td>2972</td></tr><tr><td>Q3 2020/21</td><td>2160</td></tr></tbody></table><div>■ Quarters — Target (Quarters)</div></div> | | | Quarter | Average number of DNA members | Q4 2018/19 | 4203 | Q1 2019/20 | 4157 | Q2 2019/20 | 4147 | Q3 2019/20 | 4155 | Q4 2019/20 | 4177 | Q1 2020/21 | 4096 | Q2 2020/21 | 2972 | Q3 2020/21 | 2160 |
| | Quarter | Average number of DNA members | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 4203 | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 4157 | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 4147 | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 4155 | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 4177 | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 4096 | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 2972 | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 2160 | | | | | | | | | | | | | | | | | | | | |

| LI075 Average time to process Housing Benefit change in circumstances (in calendar days) | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|---|---------|--------------------------------|------------|-----|------------|-----|------------|---|------------|-----|------------|-----|------------|-----|------------|---|------------|-----|
| Service Area | Revenues and Welfare Support | Status |  | | | | | | | | | | | | | | | | | | |
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters | | | | | | | | | | | | | | | | | | |
| 3.3 days | 4 days |  |  | | | | | | | | | | | | | | | | | | |
| Latest Note | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div><div>LI075 Average time to process Housing Benefit change in circumstances (in calendar days)</div><table><thead><tr><th>Quarter</th><th>Average time to process (days)</th></tr></thead><tbody><tr><td>Q4 2018/19</td><td>2.7</td></tr><tr><td>Q1 2019/20</td><td>4.7</td></tr><tr><td>Q2 2019/20</td><td>5</td></tr><tr><td>Q3 2019/20</td><td>3.7</td></tr><tr><td>Q4 2019/20</td><td>2.3</td></tr><tr><td>Q1 2020/21</td><td>4.3</td></tr><tr><td>Q2 2020/21</td><td>3</td></tr><tr><td>Q3 2020/21</td><td>3.3</td></tr></tbody></table><div>■ Quarters — Target (Quarters)</div></div> | | | Quarter | Average time to process (days) | Q4 2018/19 | 2.7 | Q1 2019/20 | 4.7 | Q2 2019/20 | 5 | Q3 2019/20 | 3.7 | Q4 2019/20 | 2.3 | Q1 2020/21 | 4.3 | Q2 2020/21 | 3 | Q3 2020/21 | 3.3 |
| | Quarter | Average time to process (days) | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 2.7 | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 4.7 | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 5 | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 3.7 | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 2.3 | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 4.3 | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 3 | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 3.3 | | | | | | | | | | | | | | | | | | | | |

| LI074 Average time to process new Housing Benefit claims (in calendar days) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---------|---------------------|---------------|------------|------|----|------------|----|----|------------|----|----|------------|----|----|------------|------|----|------------|------|----|------------|------|----|------------|------|----|
| Service Area | Revenues and Welfare Support | Status |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14.3 days | 13 days |  |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest Note | We have undertaken an accuracy review exercise which has increased the workload plus we had significant staff off over the Xmas period. In general, the team are meeting the target each month and so not much planning is required bar a gentle reminder regarding the importance of new claim processing. We are averaging exactly 13 days after Q3 and the expectation is we will still be on target by the end of Q4. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div>LI074 Average time to process new Housing Benefit claims (in calendar days)</div>  <table><thead><tr><th>Quarter</th><th>Actual Value (days)</th><th>Target (days)</th></tr></thead><tbody><tr><td>Q4 2018/19</td><td>11.7</td><td>13</td></tr><tr><td>Q1 2019/20</td><td>13</td><td>13</td></tr><tr><td>Q2 2019/20</td><td>13</td><td>13</td></tr><tr><td>Q3 2019/20</td><td>12</td><td>13</td></tr><tr><td>Q4 2019/20</td><td>10.7</td><td>13</td></tr><tr><td>Q1 2020/21</td><td>13.3</td><td>13</td></tr><tr><td>Q2 2020/21</td><td>11.3</td><td>13</td></tr><tr><td>Q3 2020/21</td><td>14.3</td><td>13</td></tr></tbody></table> <div>■ Quarters — Target (Quarters)</div> | | | Quarter | Actual Value (days) | Target (days) | Q4 2018/19 | 11.7 | 13 | Q1 2019/20 | 13 | 13 | Q2 2019/20 | 13 | 13 | Q3 2019/20 | 12 | 13 | Q4 2019/20 | 10.7 | 13 | Q1 2020/21 | 13.3 | 13 | Q2 2020/21 | 11.3 | 13 | Q3 2020/21 | 14.3 | 13 |
| Quarter | Actual Value (days) | Target (days) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 11.7 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 13 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 13 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 12 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 10.7 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 13.3 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 11.3 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 14.3 | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| LI086 Average length of time spent in temporary accommodation (in weeks) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|---|---------|--------------|--------------|------------|-----|-----|------------|----|-----|------------|------|-----|------------|------|-----|------------|------|-----|------------|------|----|------------|------|----|------------|----|----|
| Service Area | Revenues and Welfare Support | Status |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Current Value | Current Target | Trend Compared to Last Period | Trend Compared to Average of Previous 4 Quarters | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22 wks | 15 wks |  |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Latest Note | The average length of time spent in temporary accommodation (in weeks) was 22 weeks against a target of 15 weeks. The department is still experiencing high numbers of households in priority need presenting as homeless. In comparison, the amount of suitable social housing becoming available continues to decline and is not proportionate to the demand for housing in particular for larger families. We are working with the private sector to secure accommodation but this continues to be difficult | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Performance against target | <div>LI086 Average length of time spent in temporary accommodation (in weeks)</div>  <table><thead><tr><th>Quarter</th><th>Actual (wks)</th><th>Target (wks)</th></tr></thead><tbody><tr><td>Q4 2018/19</td><td>6.7</td><td>7.5</td></tr><tr><td>Q1 2019/20</td><td>13</td><td>7.5</td></tr><tr><td>Q2 2019/20</td><td>25.4</td><td>7.5</td></tr><tr><td>Q3 2019/20</td><td>29.4</td><td>7.5</td></tr><tr><td>Q4 2019/20</td><td>27.1</td><td>7.5</td></tr><tr><td>Q1 2020/21</td><td>17.9</td><td>15</td></tr><tr><td>Q2 2020/21</td><td>19.9</td><td>15</td></tr><tr><td>Q3 2020/21</td><td>22</td><td>15</td></tr></tbody></table> <div>■ Quarters — Target (Quarters)</div> | | | Quarter | Actual (wks) | Target (wks) | Q4 2018/19 | 6.7 | 7.5 | Q1 2019/20 | 13 | 7.5 | Q2 2019/20 | 25.4 | 7.5 | Q3 2019/20 | 29.4 | 7.5 | Q4 2019/20 | 27.1 | 7.5 | Q1 2020/21 | 17.9 | 15 | Q2 2020/21 | 19.9 | 15 | Q3 2020/21 | 22 | 15 |
| Quarter | Actual (wks) | Target (wks) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 6.7 | 7.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 13 | 7.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 25.4 | 7.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 29.4 | 7.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 27.1 | 7.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 17.9 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2020/21 | 19.9 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2020/21 | 22 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



Report to Audit Committee

Subject: Corporate Risk Management Scorecard Quarter 4 2020/21

Date: 29 June 2021

Author: Head of Finance and ICT

1. Purpose of the Report

To update members of the Audit Committee on the current level of assurance that can be provided against each corporate risk.

Recommendations:

That Members:

- 1) Note the progress of actions identified in the Corporate Risk register and any concerns identified by the Audit Committee.
- 2) Identify any Risks about which they would like additional information.

2. Background

It was agreed at the March 2020 that the Overview and Scrutiny Committee would receive quarterly updates on the Corporate Risk Scorecard and specifically those issues that are identified by the Audit Committee to be of concern. The Audit Committee will meet on 29 June to review the Q4 scorecard and any areas highlighted as concerning to its members would be reported verbally to this 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 March 2021 are appended to this report, and this includes a summary of all control gaps currently identified on the Council's Corporate Risk Register.

The last update of the Corporate Risk Scorecard was presented to Audit Committee on 16 March 2021 which provided the 2020/21 quarter 3 position.

Members will be aware of the risks arising from the national outbreak of the coronavirus, Covid-19. The impact, as at quarter 4, has been updated in the risk register. The impact and risks of Covid-19 has been reflected in a number of reports to Members throughout the year:

- Two Cabinet reports on 18 June 2020 detailing Gedling's response to the pandemic, proposing a Reset Strategy to include a review of the Gedling Plan to ensure that it remains fit for purpose and incorporating any new work streams arising from Covid-19 impacts;
- Quarter 1 (August 2020), quarter 2 (November 2020) and quarter 3 (January 2021) Cabinet budget monitoring and performance reports;
- The Annual Governance Statement and Statement of Accounts 2019/20 approved by this Committee in November 2020;
- The 2021/22 Revenue Budget and Medium Term Financial Plan approved by Council in March 2021

4. Financial Implications

None arising directly from this report.

5. Legal Implications

None arising directly from this report.

6. Equalities Implications

None arising directly from this report.

7. Carbon Reduction/Environmental Sustainability Implications

None arising directly from this report.

8. Appendices

Appendix 1 - Corporate Risk Register Monitoring – Quarter 4, Period Ending 31 March 2021

Appendix 2 - Risk Management Scoring Matrix

Statutory Officer Approval

Approved by: Chief Financial Officer
Date: 21/06/21

Approved by: Monitoring Officer
Date: 21/06/21

Appendix 1 - Corporate Risk Register Monitoring – Quarter 4 – Period Ending 31 March 2021

| | |
|---|---|
| 1 | <p>FAILURE TO PREVENT BUDGET OVERHEATING ONCE THE BUDGET HAS BEEN SET</p> <p>Owner: Alison Ball</p> <p>Current Risk and Direction of Travel: GREEN – IMPROVEMENT in current risk level from B3 (Low likelihood, serious impact) to B1 (low likelihood, negligible impact).</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 4:</u></p> <ul style="list-style-type: none"> • Draft 2020/21 financial outturn produced showing net General Fund revenue underspend across all service areas of £322K. • The underspend has enabled the reversal of the use of earmarked reserves approved by Cabinet due to Covid related pressures and will allow Covid related grants to be used to assist manage the related demand in 2021/22. • Business rates income over the years from 2020/21 to 2023/24 will be £303K less than what previously assumed in Medium Term Financial Plan (MTFP) allowing the 2020/21 net expenditure position across services and business rates to largely offset each other. |
| 2 | <p>FAILURE TO MAINTAIN FINANCIAL INTEGRITY</p> <p>Owner: Alison Ball</p> <p>Current Risk and Direction of Travel: RED – NO CHANGE to current risk level (maintained at E4 very high likelihood/major impact £500k to £1m).</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>An increased risk level was reported in quarter 4 of 2019/20 due to the risks arising from the Covid-19 pandemic which remains unchanged as at quarter 4 2020/21.</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • The annual budget, new efficiency programme and balanced MTFP together with the associated statement on robustness of estimates detailing risk issues was considered and approved by Council in March 2021. • The risk issues as detailed in quarter 3 continue to be relevant and the current assessed risk level is likely to continue until progress with the delivery of the efficiency programme is evident and secured, ongoing Covid impacts are clearer and there is more certainty over the future of local government funding. <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. |
| 3 | <p>FAILURE TO PROTECT STAFF, INCLUDING HEALTH & SAFETY ISSUES</p> <p>Owner: Alison Ball</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE to current risk level (maintained at B3 low likelihood/serious impact)</p> |

| | |
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| | <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 4:</u></p> <ul style="list-style-type: none"> • All SLT and Heads of Service have been asked to provide interim emergency evacuation cover and are currently being trained. This is a temporary measure until the procedures can be re-evaluated once stage 4 of the Covid roadmap restrictions are known. • All Heads of Service have been requested to complete the annual declarations on all risk assessments to demonstrate that all are current. • The Health and Safety Officer provided a template for all service areas on AssessNET for Managers to ensure completion of Covid secure risk assessments before the return of staff to the offices. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Full implementation of emergency evacuation templates at each council location, delayed due to Covid-19; • Periodic reviews of Covid secure risk assessments in light of most recent government advice. • Transfer all completed risk assessments on to the e-system. |
| 4 | <p>FAILURE TO RECRUIT AND RETAIN STAFF, AND MAINTAINING INTERNAL CAPACITY</p> <p>Owner: Alison Ball (David Archer)</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE to current risk level (maintained at C2 significant likelihood/minor impact).</p> <p>Definition:</p> |

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| | <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 4:</u></p> <ul style="list-style-type: none"> • The Workforce Strategy is now fully approved post consultation and the implementation of the action plan will progress in 2021/22. This will seek to ensure that staff are creative, flexible and have the right skills to respond positively to the challenges that lie ahead. • Implementation of phase 2 of the senior management restructure is complete with the recruitment of Corporate Director (Environment and Communities) and the Head of Finance and ICT bringing to full capacity. • The implementation of the Agile Working Strategy is ongoing and a review of the IT needs for each service area has commenced to facilitate cost effective flexible working on a more permanent basis <p><u>Actions Outstanding:</u></p> <ul style="list-style-type: none"> • Phase 3 of the staff restructure is underway with full implementation expected by quarter 3. • Final approval and implementation of the Agile Working Strategy business case. |
| 5 | <p>FAILURE TO PROPERLY UTILISE EXISTING ICT, REACT TO TECHNOLOGY CHANGES, AND PREVENT DATA LOSS</p> <p>Owner: Alison Ball (H of F&IT)</p> |

Current Risk and Direction of Travel: AMBER – NO CHANGE in current risk level (maintained at C3 significant likelihood/serious impact).

Definition:

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.

Key Risk Driver: Objectives

Raw Risk Value: Major – Directorate objectives not met

Corporate Risk Register Outstanding Controls:

Actions completed during quarter 4:

- Managers have been reminded to ensure all staff have completed virtual GDPR training. A majority of the workforce have now completed it and it will be required for all new starters.
- A cyber risk internal audit was completed and recommendations reported to Audit Committee in March. This will inform the completion of the cyber risk register for consideration by SLT.

Actions outstanding:

- Completion of the Cyber Security risk assessment – the first draft has been considered by SLT and further information requested but the response has been delayed due to Covid-19. The risk assessment will now be considered following the conclusion of the cyber risk internal audit. Risk management consultants have provided a proposal for a cyber risk assessment to form a baseline and identify control gaps.
- Ongoing implementation of the Digital Strategy action plan. The Strategy will be refreshed to ensure that it effectively supports the future three year Gedling Plan.
- A review of the ICT service to evaluate the current service provision and ensure the service is adequately resourced (in both numbers and expertise) to meet current and anticipated future demands.

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| 6 | <p>FAILURE TO PROTECT & UTILISE PHYSICAL ASSETS</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE to current risk level (maintained at C3 significant likelihood/serious impact).</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 4:</u></p> <ul style="list-style-type: none"> • The general condition surveys of Council Buildings continues to progress and is around 85% complete; • The suitability and sufficiency surveys of the Councils assets are ongoing and have been completed for the: Civic Centre, Community Centres, Offices Car Parks and Land to date. Assessments are still to be carried out for Parks and Leisure Centres; • The civic centre security counter terrorism review is complete and action plans are being developed for consideration by SLT; • The Tree Inspection Officer role was approved by Council in March and recruitment planned in Q1 of 2021/22; • New risk added – Mapperley Tunnel access to be restricted to prevent trespassing and improve public safety. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • A tree register is to be developed to support the parks risk review work; • Completion of the asset condition and suitability surveys; • Approval and implementation of the actions arising from the Counter Terrorism Review. |
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| | <ul style="list-style-type: none"> • Work to be undertaken to restrict illegal access to Mapperley Tunnel |
| 7 | <p>FAILURE TO REACT TO CHANGES IN LEGISLATION</p> <p>Owner: Fran Whyley</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE to current risk level (maintained at C3 significant likelihood/serious impact).</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 4:</u></p> <ul style="list-style-type: none"> • Universal Credit implementation is ongoing. All government guidance is monitored but the pace of roll-out is slower than predicted. • As capacity reduces in the legal team, this presents a potential risk as legal officers need to ensure they remain up to date on legislative changes which impact the Council. • Temporary support has been introduced for emergency planning/Covid related functions. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Implement any outcomes from the Recycling and Waste Strategy consultation. Requirements may include an increase in recycling requirements and consequent funding implications but the outcome of the consultation is still awaited; • A new risk was identified in 2019/20: the Supreme Court is currently considering a case in respect of annual leave and associated payments for irregular workers e.g. casual workers. |

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| | <p>This may have consequences for all employers nationally – the outcome is awaited and the impact for the Council will be determined.</p> |
| 8 | <p>FAILURE OF CONTRACTORS OR PARTNERSHIP ARRANGEMENTS – CONTRACTUAL BREACHES</p> <p>Owner: Alison Ball</p> <p>Current Risk and Direction of Travel: AMBER – NO CHANGE to current risk level (maintained at B3 low likelihood/serious impact).</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 4:</u></p> <ul style="list-style-type: none"> • Work is ongoing to implement the contract management module in the procurement system; • Successful implementation and compliance with the post Brexit procurement regulations as required from 1 Jan 2021. <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; • A review of any supply chain issues related to Brexit subsequent to trade negotiations. |
| 9 | <p>INABILITY TO DEFEND ONE-OFF CHALLENGES TO A COUNCIL DECISION OR NEW COMPENSATION TREND EMERGES</p> <p>Owner: Fran Whyley</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE to current risk level (maintained at A3 very low likelihood/serious impact).</p> |

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| | <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: <u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • No outstanding actions <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 (however a link to an action outstanding corporate risk 7 is recognised i.e. the Supreme Court case considering annual leave and associated payment for irregular workers)</p> |
| 10 | <p>FAILURE TO MAINTAIN SERVICE STANDARDS, CUSTOMER SATISFACTION, AND/OR MEET CUSTOMER EXPECTATIONS</p> <p>Owner: Alison Ball (Fran Whyley)</p> <p>Current Risk and Direction of Travel: GREEN – IMPROVEMENT in current risk level from C3 (significant likelihood, serious impact) to B2 (low likelihood, minor impact).</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>The emergence of the Covid-19 pandemic caused the deterioration in the assessed level of risk in quarter 4 of 2019/20. Covid-19 resulted in a number of service closures and suspensions in quarter 4 due, both to the government imposed restrictions, and the uncertainty of available staffing levels due to sickness, shielding and the</p> |

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| | <p>prioritisation of critical services. The consequence is a possible adverse impact on service standards and customer satisfaction. Improvements in the risk level are expected as service levels return to normal but this could be impacted by a second outbreak of Covid 19. The impact is not expected to continue in the longer term.</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> Monitoring of the service indicates that customer call response remains high, service standards remain good and complaints are low. A shift to digital channels during Covid ensured that customer service levels were maintained. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> To continue complaints monitoring and resume normal service levels when the risks are reduced and staffing levels and government guidance enable us to do so. |
| 11 | <p>FAILURE TO PREVENT DAMAGE TO THE COUNCIL'S REPUTATION</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: GREEN – NO CHANGE to current risk level (maintained at B2 low likelihood/minor impact).</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 4:</u></p> <ul style="list-style-type: none"> No outstanding actions. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> There are currently no outstanding control gaps in the strategic or operational risk registers relating to this corporate risk. |

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| 12 | <p>FAILURE TO REACT TO AN ENVIRONMENTAL INCIDENT OR MALICIOUS ACT</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: GREEN – IMPROVEMENT in current risk level from B2 (Low likelihood, minor impact) to B1 (low likelihood, negligible impact).</p> <p>Definition:</p> <p><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>The emergence of the Covid-19 pandemic revealed some gaps in existing Business Continuity Plans meaning that some control gaps existed and the previously assessed risk level was too low.</p> <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • The Business Continuity promotion website page has been completed. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • No outstanding actions. |
| 13 | <p>FAILURE TO REACT TO SOCIO-ECONOMIC TRENDS</p> <p>Owner: Mike Hill</p> <p>Current Risk and Direction of Travel: GREEN - NO CHANGE to current risk level (maintained at B2 low likelihood/minor impact).</p> <p>Definition:</p> <p><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> |

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| | <p><u>Actions completed during quarter 4:</u></p> <ul style="list-style-type: none"> • No outstanding actions. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • To undertake a 'Visioning' exercise to identify longer term forecasts for socio-economic trends and how these will be reflected in the longer term priorities for the Council to ensure services can meet future needs within available resources. |
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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 was one high risk recommendation that arose during 2020/21. This was in respect of the Cyber Risk advisory review and related to anti-virus compliance. The recommendation was accepted by management.

APPENDIX 2 - RISK MANAGEMENT SCORING MATRIX

| | | | | | | | |
|----------------------------|-------------|---|--------------------|--------------|---------|-------|----------|
| L i k e l i h o o d | Very High | E | | | | 2 | |
| | High | D | | | | | |
| | Significant | C | | 4 | 5, 6, 7 | | |
| | Low | B | 1,12 | 10, 11,13 | 3,8, | | |
| | Very Low | A | | | 9 | | |
| | | | 1 | 2 | 3 | 4 | 5 |
| | | | Negligible | Minor | Serious | Major | Critical |
| | | | I m p a c t | | | | |



Report to Overview and Scrutiny Committee

Subject: Scrutiny Work Programme

Date: 5 July 2021

Author: Democratic Services Manager

1 Purpose of the Report

To provide an update on the scrutiny work programme.

Recommendation(s)

That the Overview and Scrutiny Committee:

- 1) Considers the information update from previous working groups;
- 2) Consider and agree the final report and recommendations Domestic Abuse working group;
- 3) Considers the Cabinet response to the Surface Water Flooding working group;
- 4) Identifies areas for examination in the 2021/22 work programme; and
- 5) Considers if there are any issues in the Forward Plan which require additional information.

2. Scrutiny Working Groups

2.1. Work programme 2019/20

2.2 Economic Development Working Group, The Opportunity to Intervene – for economic and social reasons.

The report and recommendations from this review was presented to Cabinet on the 19 March 2020. A written response to the recommendations was presented to the 7 September 2020 committee accepting that the use of the matrix designed by the working group as a

useful tool when to considering the wider benefits of potential sites/schemes through the Commercial Property Investment Strategy.

To update members of the committee on the use of the matrix the following response was received:

At this point, there has not had the opportunity to use the matrix. The economic development team have been prioritised helping with the response to Covid and supporting businesses with securing Covid grants, reopening and/or retaining as many local jobs as possible. This means that currently the team has not been looking at opportunities for new projects.

2.3 Response to question on Policy Advisors

At a previous meeting a general question was put to Cabinet Members asking how the Policy Advisors are used, and is their role necessary, beneficial and cost effective.

The role of the Policy Advisor as notified at the Annual General Meeting on 22 May 2019 was created to support Cabinet Members in their respective portfolios with specific regard to the development and progression of Gedling Plan actions. The CIPFA/SOLACE publication 'Delivering Good Governance in Local Government' sets out 7 core principles, one of which is 'developing the capacity of the entity, including the capability of its leadership and the individuals *within it*'. The creation of the Policy Advisors meets this objective, and enables new and existing members to become more closely involved in the workings of the Cabinet and providing opportunities to extend their knowledge base and skills.

How are they used?

The Policy Advisors undertake a variety of tasks to provide input and support to the Cabinet Members, details of which are reported on a regular basis to the Leader, with the most recent report sent to Cabinet on 11 February 2021.

Is their role necessary, beneficial and cost effective?

The Chief Executive has canvassed each of the Cabinet Members for their views, and the overwhelming response is that the Policy Advisors are absolutely needed, and the value of this support in allowing Cabinet Members to undertake more strategic work should not be underestimated.

2.4 Domestic Abuse and Access to Emergency Accommodation

Working group members: Councillors S Barnes, Boyle, Clunie, Rachael Ellis, Roxanne Ellis and Paling.

The final report and recommendations arising from the working group are attached at **Appendix 1**. Subject to the approval of the Committee, the report will be submitted to the next available Cabinet meeting. The relevant Portfolio Holder will be asked to provide a written response within 28 days.

2.5 Flooding

Working group members: Councillors Adams, Boyle, Clunie, Greensmith, Paling, M Smith and S Smith.

The final report and recommendations were presented to the April Committee. The report was submitted to Cabinet on 19 May and the response is attached at **Appendix 2**. Members' are recommended to consider and discuss the response.

3 2021/2022 Scrutiny Work Programme

3.1 One of the main roles of the Overview and Scrutiny Committee is establishing and managing the Council's programme of scrutiny work.

This includes:

- agreeing a programme of work for the municipal year
- monitoring progress of the programme throughout the year
- developing reports and recommendations on issues of local concern
- evaluating the progress of any recommendations made.

Effective work programming is important for effective scrutiny. When setting the work programme the Committee should aim to have clear priorities for what it is hoping to achieve and how they want to do it.

The work programme, which is a flexible plan, 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.

- 3.2** Regular items in the programme include scrutiny of Portfolio Holders with a focus on performance, consideration of the Corporate Risk Management Scorecard, examination of complaints data and examining the work of the local Community Safety Partnership. The committee has earlier agreed at the April committee to continue with the programme of Portfolio Holder attendance. When a Portfolio Holder attends it is a requirement of the committee that members take the opportunity to use data available to scrutinise issues of concern within the Portfolio. Issues relating to performance targets being met, complaints received or any emerging themes relating to the Portfolio that require attention should be considered. A rolling programme of attendance by Portfolio Holders and relevant Corporate Directors for 2021/22 will be arranged. Members will be asked prior to each meeting which specific service areas they would like to examine. Questions for Portfolio Holders will be requested in advance of each meeting, however 'ad hoc' questions may be put forward at the meeting itself. Information regarding Cabinet and Portfolio responsibilities is attached at **Appendix 3**
- 3.3** A draft 2021/22 work programme is attached at **Appendix 4** which includes items already scheduled including dates for performance review information and the mandatory annual review of the work of the Local Crime and Disorder Reduction Partnerships
- 3.4** The Committee is asked to discuss and identify issues they would like to include in the work programme for 2020/21. This is for inclusion in the programme both for Committee meetings and also for detailed examination by task and finish working groups. Members are asked to consider all the suggestions put forward at committee and decide how to address the identified topics. Items put forward could be included in the Committee agenda, be addressed by short, time limited reviews of two or three meetings, or be programmed for longer in depth examination. Members are reminded when identifying issues for examination consideration should be given to how the review will result in improvements for local people.
- 3.5** 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 months period is attached at **Appendix 5**. A

key decision is one that has financial implications over £500,000 or one that significantly 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 may want further information.

4 Financial Implications

- 4.1 There are no financial implications arising from this report.

5 Legal Implications

- 5.1 There are no legal implication arising from this report.

6 Equalities Implications

- 6.1 There are no equality implications arising from this report.

7 Carbon Reduction/Environmental Sustainability Implications

- 7.1 There are no carbon reduction/environmental sustainability implications arising from this report.

8 Appendices

Appendix 1 - Domestic Abuse Working Group draft report

Appendix 2 – Executive Response to Flooding Working Group Report

Appendix 3 – Cabinet Portfolios

Appendix 4 – Draft Committee Work Programme

Appendix 5 - Executive Forward Plan

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Responses to Scrutiny Review Recommendations

Report to Overview & Scrutiny Committee

Title of the review: **Surface Water Flooding Working Group**

Date Review Completed:

Date Presented to Cabinet: 20th May 2021

Portfolio Holder: Councillor John Clarke, Leader of the Council

Chair of the Review Group: Councillor Michael Adams

Officer Supporting the Review: Helen Lee

Response due to the Overview Committee: 5th July 2021

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 & Scrutiny 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.

Update

Gedling Borough Council takes its flooding responsibilities very seriously and has plans and arrangements in place to respond and coordinate all emergency responses. For example, the Council uses an Incident Management Team (IMT) structure for response and recovery coordination and assigning actions. These arrangements are robust and have been extensively tested in recent years, including the February 2020 storms of Ciara and Dennis.

Investment in flood mitigation schemes is also a prominent feature in the Council's budget process as follows:

2020/21 Capital Programme:

£39,000 Arnold Town Centre and Blatherwicks Yard car park flooding alleviation scheme - completed.

2021/22 Capital Programme:

£25,000 Flood Alleviation schemes

£25,000 Purchase of flood alleviation packs and secure storage units

These schemes, plus working with the County Council following receipt of the long-awaited Daybook Study, will ensure the Council's ongoing commitment towards addressing flooding problems within the borough.

Recommendation 1

Residents in areas prone to flooding are reminded annually of their flood risk, their responsibility to put in place measures to improve the resilience of their property and existing emergency plans. This could be included with the annual refuse collection calendar distribution.

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

Whilst the County Council is the defined Lead Local Flood Authority (LLFA) and has a statutory duty under the Water Management Act 2010 to develop, maintain, apply and monitor a Local Flood Risk Management Strategy, the Civil Contingencies Act 2004 places a collective responsibility for all category 1 responders (this includes both the County and the Borough Councils) to risk assess emergencies, and one of the foreseeable risks in Gedling Borough is flooding. This results in extensive resource being committed to risk management, emergency planning, warning and informing, and information sharing with partners.

Information is already provided to the public on the Gedling Borough Council website, but further communication measures will be considered by utilising, for example, the Contacts magazine. Our communications will endeavour to include general reminders that property owners are responsible for protecting their own property, and they should take action before floods happen.

Notwithstanding this, the County Council could also be more proactive in this area.

Recommendation 2

New residents in flood risk areas are given information about their responsibilities, what to do, and who to contact, in the event of a flood emergency.

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

This will link into the Council's response to Recommendation 1.

Recommendation 3

A mechanism to enable Ward Councillors to directly report emerging flooding concerns to the Nottinghamshire County Council Highways and Emergency Planning Teams is established.

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

Gedling Borough Council already has well-established Emergency Plans and Flood Impact Assessment forms that are coordinated with Local Resilience Forum (LRF) partners. This includes a Communications Strategy which sets out how a flooding event is to be reported, and how actions undertaken by all agencies are communicated to the local residents via social media. Any deviation from this would be counter-productive, and the recommendation here would be for ward councillors to utilise the established process.

The Emergency Planning website pages provide a wealth of useful information, including:

- how flooding should be reported,
- how to prepare for flooding,
- how to register for the priority register service,
- frozen water guidance,
- business continuity advice,
- other periodic updates.

It is important that property owners report flooding through the appropriate channels, as legally permissible data can then be shared with partners such as the LLFA. This data builds a wider understanding of flood risk, and the LLFA can then assign funds that are proportionate and risk based to appropriate areas. Without locally completed Flood Impact Assessment form data, these local flood issues can remain under-reported.

Recommendation 4

Ward Councillors make use of social media platforms to disseminate information during flooding events.

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

A coordinated message from the LRF / Council is the preferred option as set out in Recommendation 3.

The relevant affected ward councillors are already briefed as part of the IMT communication arrangements.

Recommendation 5

Ward Councillors encourage local residents to develop a Community Emergency Plan and establish a Flood Warden Scheme. A short guidance leaflet to support Councillors to do this is developed.

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

To assist with the establishment of a Flood Warden Scheme, the County Council have the responsibility to provide the appropriate training. The Community Resilience Stores are historically established by Borough Councils supporting Parish Councils. Parish Councils can also utilise their precepts to fund such measures. As reported above, a budget of £25,000 for the purchase of flood alleviation packs and secure storage units has already been established.

Once a Flood Warden Scheme and Community Resilience Stores are established, a Community Flood Plan can then be developed by a Parish Council. The responsibility to produce this Plan sits with the Parish Council, however the Borough Council can provide reasonable assistance to ensure that it aligns with the Borough Council's Local Flood Plan.

The development of a leaflet is not accepted because it is a County Council function and not Gedling Borough Council, and any such leaflet should be developed by them as the LLFA as set out in their Flood Risk Management Strategy.

Recommendation 6

An article is included in the autumn edition of the Contacts magazine highlighting flooding related concerns including:

- The actions householders can take to mitigate flood damage to their property;
- The limitations of the sandbag policy and the householders' responsibility to take measures to protect their own property;
- Reminding householders' to dispose of garden waste responsibly to reduce the blocking of grids;
- Encouraging residents, if they are eligible, to sign up for the priority registration scheme;
- Encouraging householders to report flooding events and complete the Flood Impact Assessment form;
- Website addresses and signposting to websites for in-depth information;
- The reasons why roads are not open as soon as water levels have subsided.

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

This will link into the Council's response to recommendation 1.

We will also include reminders about clearing fallen tree leaves in gardens as these are one of the main contributors to blocking drainage gullies in the autumn months.

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CABINET PORTFOLIOS

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.

Resources and Reputation

- Budget strategy, financial management and local taxation.
- Asset Management, including the Council's investment property, sales and purchase of land.
- Climate Change.
- Commercialisation.
- Communications, marketing and promotion.
- Media relations.
- Customer Services, information and communications technology, including digitalisation.
- Transformation of Council services, processes and governance.
- Social Mobility.

Public Protection

- Crime Reduction and Community Safety.
- Public Protection.
- CCTV and RIPA.
- Safeguarding.
- Environmental Health.
- Empty Properties.

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.

Health and Wellbeing

- Leisure Centres and Sports Development, including lead for sport and physical activity.
- Health Promotion and development.
- Bonington Theatre.
- Homelessness and Housing Needs.
- Council housing development.
- Housing and council tax benefits.
- Liaison with Public Health and Clinical Commissioning Group.

Environment

- Waste Management and recycling.
- Street cleaning.
- Maintenance and development of parks, open spaces, cemeteries and Allotments.
- Pet cremation.
- Energy management and sustainability.

Community Development

- Community centres.
- Neighbourhood Working.
- Community Events.
- Arts and culture.
- Community Engagement and Consultation, including liaison with the voluntary sector and Parish Councils.
- Members' services, including member training and development.

Young People and Equalities

- Play and events for young people.
- Equalities.

- Youth Council and Youth Mayor.
- Engagement and consultation with young people.
- Liaison with various bodies and agencies in relation to mental health.
- Support the Deputy Leader in the development of a Social Mobility Commission and delivery of agreed key actions.
- Work with the Portfolio holder for Growth and Regeneration in reducing levels of youth unemployment.
- Work with the Portfolio holder for Public Protection to reduce risk and fear of crime for young people.

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Overview and Scrutiny Committee work programme 2021/22 - Draft

| | Programme of Portfolio Holding to account | Performance review | Reports/items at committee | Current reviews | Responses to scrutiny reviews |
|----------------|---|--|---|-----------------------------|--------------------------------------|
| 5 July | Cllrs Clarke and Payne | Risk Register | | Domestic Abuse Final Report | Econ Dev update Flooding Response |
| 6 September | Cllr Wheeler (Confirmed) | Quarter 4 Performance | | | |
| 8 November | Cllr D Ellis (Confirmed) | Quarter 1 Performance | Scrutiny of Crime and Disorder Partnership | | |
| 17 January | | Quarter 2 Performance Risk Register | | | |
| 7 March | | Performance | | | |
| 25 April | Cllr Gregory (Confirmed) | Quarter 3 Risk Register | | | |
| Rolling issues | | | Procurement Policy Annual Report Complaints | | |

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FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 JULY 2021 TO 31 OCTOBER 2021

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

Page 79 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? |
|--|---|--|--|---|---|
| Budget Outturn and Budget Carry Forwards 2020/21 To present the Budget Outturn and Budget Carry Forwards for 2021/22 | 8 Jul 2021 Cabinet | Tina Adams, Principal Finance Business Partner | Officer Report | Leader of the Council | Open Yes |
| Gedling Plan Quarter 4 and Year End Performance Report To inform Cabinet in summary of the position against Improvement Actions and Performance Indicators in the 2021/2022 Gedling Plan at the end of quarter 4 and year end. | 8 Jul 2021 Cabinet | David Archer, Head of Human Resources Performance and Service Planning | Officer Report | Leader of the Council | Open Yes |
| Adoption of International Holocaust Remembrance Alliance Working Definition of Anti-Semitism To adopt the working definition of anti-Semitism. | 14 Jul 2021 Council | Francesca Whyley, Head of Governance and Customer Services | Officer Report | Leader of the Council | Open No |
| Carbon Reduction Action Plan To agree a carbon reduction action plan for the Council's operations. | 5 Aug 2021 Cabinet | Melvyn Cryer, Head of Environment | Officer Report | Portfolio Holder for Environment | Open Yes |
| Prudential Code Indicator Monitoring 2021/22 and Quarterly Treasury Activity Report for Quarter 1 To inform Members of the performance monitoring of the 2021/22 Prudential Code Indicators, and to advise Members of the quarterly Treasury activity as required by the Treasury Management Strategy. | 5 Aug 2021 Cabinet | Sue Healey, Principal Accountant | Officer Report | Portfolio Holder for Resources and Reputation | Open No |
| Budget Monitoring (Q1) and Virement Report To update members on financial performance information for the 1st quarter of the 2021/22 year. | 5 Aug 2021 Cabinet | Tina Adams, Principal Finance Business Partner | 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? |
|--|---|--|--|---|---|
| Quarter 1 Performance To inform Cabinet in summary of the position against Improvement Actions and Performance Indicators in the 2021/2022 Gedling Plan for the most recent quarter. | 5 Aug 2021 Cabinet | Alan Green, Performance and Project Officer | Officer Report | Leader of the Council | Open Yes |
| Environmental Enforcement Policy Update to the approach to environmental enforcement policy to include priorities for enforcement and approaches | 7 Oct 2021 Cabinet | Kevin Nealon, Community Protection and Pollution Control Manager | Officer Report | Portfolio Holder for Public Protection | Open Yes |
| Draft Waste & Recycling Policy Seeking permission to consult on the draft waste and recycling policy | 7 Oct 2021 Cabinet | Melvyn Cryer, Head of Environment | Officer Report | Portfolio Holder for Environment | Open Yes |
| Prudential Code Indicator Monitoring - 2021/22 and Quarterly Treasury Activity Report for Quarter 2 To inform Members of the performance monitoring of the 2021/22 Prudential Code Indicators, and to advise Members of the quarterly Treasury activity as required by the Treasury Management Strategy. | 4 Nov 2021 Cabinet | Sue Healey, Principal Accountant | Officer Report | Portfolio Holder for Resources and Reputation | Open Yes |
| Budget Monitoring (Q2) and Virement Report To update members on financial performance information for the 2nd quarter of the 2021/22 year. | 4 Nov 2021 Cabinet | Tina Adams, Principal Finance Business Partner | Officer Report | Portfolio Holder for Resources and Reputation | Open Yes |
| Gedling Plan Quarter 2 Performance Report To inform Cabinet in summary of the position against Improvement Actions and Performance Indicators in the 2021/2022 Gedling Plan for the most recent quarter. | 4 Nov 2021 Cabinet | Alan Green, Performance and Project Officer | Officer Report | Leader of the Council | 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 Code Indicator Monitoring 2021/22 and Quarterly Treasury Activity Report for Quarter 3 To inform Members of the performance monitoring of the 2021/22 Prudential Code Indicators, and to advise Members of the quarterly Treasury activity as required by the Treasury Management Strategy. | 27 Jan 2022 Cabinet | Sue Healey, Principal Accountant | Officer Report | Portfolio Holder for Resources and Reputation | Open No |
| Quarterly (Q3) Budget Monitoring and Virement Report To update members on financial performance information for the 3rd quarter of the 2021/22 year. | 27 Jan 2022 Cabinet | Tina Adams, Principal Finance Business Partner | 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 2021/2022 Gedling Plan for the most recent quarter. | 27 Jan 2022 Cabinet | Alan Green, Performance and Project Officer | Officer Report | Leader of the Council | Open Yes |
| Prudential and Treasury Indicators and Treasury Management Strategy Statement 2022/23 To present for Members' approval the Council's Prudential Code Indicators and Treasury Strategy for 2022/23, for referral to Council. | 10 Feb 2022 Cabinet 3 Mar 2022 Council | Sue Healey, Principal Accountant | 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. | 10 Feb 2022 Cabinet 3 Mar 2022 Council | Alison Ball, Director of Corporate Resources | Officer Report | Portfolio Holder for Resources and Reputation | Open Yes |
| General Fund Budget 2022/23 For Cabinet to recommend to Council the revenue budget for the next financial year. | 10 Feb 2022 Cabinet 3 Mar 2022 Council | Tina Adams, Principal Finance Business Partner | Officer Report | Portfolio Holder for Resources and Reputation | Open Yes |