

# Agenda

## Overview and Scrutiny Committee

Date: **Monday 7 March 2022**

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Time: **5.30 pm**

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Place: **Council Chamber**

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# Overview and Scrutiny Committee

## Membership

**Chair** Councillor Liz Clunie

**Vice-Chair** Councillor Paul Feeney

Councillor Sandra Barnes  
Councillor Michael Boyle  
Councillor Jim Creamer  
Councillor Rachael Ellis  
Councillor Andrew Ellwood  
Councillor Jennifer Hemingway  
Councillor Mike Hope  
Councillor Meredith Lawrence  
Councillor Simon Murray  
Councillor Marje Paling  
Councillor Martin Smith  
Councillor Sam Smith

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# AGENDA

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|----------|---|----------------|
| <b>1</b> | <b>Apologies for absence and substitutions</b>  |                |
| <b>2</b> | <b>To approve, as a correct record, the minutes of the meeting held on 8 November 2021</b>    | <b>5 - 8</b>   |
| <b>3</b> | <b>Declaration of interests</b>   |                |
| <b>4</b> | <b>Programme of portfolio holder attendance</b><br>Report of the Democratic Services Manager  | <b>9 - 26</b>  |
| <b>5</b> | <b>Gedling plan quarter 3 performance report</b><br>Report of the Democratic Services Manager | <b>27 - 51</b> |
| <b>6</b> | <b>Scrutiny work programme</b><br>Report of the Democratic Services Manager                   | <b>53 - 59</b> |
| <b>7</b> | <b>Any other item which the Chair considers urgent</b>  |                |

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## **MINUTES OVERVIEW AND SCRUTINY COMMITTEE**

**Monday 8 November 2021**

Councillor Liz Clunie (Chair)

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

Apologies for absence: Councillor Simon Murray

Officers in Attendance: A Dubberley, C Goodall and B Hopewell

Guests in Attendance Councillor David Ellis

### **16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.**

Apologies were received from Councillor Murray.

### **17 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 6 SEPTEMBER 2021**

#### **RESOLVED:**

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

### **18 DECLARATION OF INTERESTS.**

Councillor Rachael Ellis declared a personal interest in item 4 as the spouse of Portfolio Holder.

### **19 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE**

Members welcomed Councillor David Ellis to the meeting to conduct the annual review of the Community Safety Partnership and to examine the Public Protection Portfolio.

Councillor Ellis delivered a presentation covering the following in response to questions identified by members at the last meeting:

- All reported crime over the last year had decreased during the covid-19 pandemic although online crime did increase. Anti-Social Behaviour incidents did increase dramatically as a result of complaints made in

relation to covid-19 restrictions, although more generally ASB reports increased as more residents were spending longer at home. After the pandemic, crime is still at a lower than expected level. There remained a difference between self-reported and police recorded crime. It was clear from crime statistics that attempts to commit cyber/online crime were very high.

- So far in 2021, as the county has emerged from the pandemic, crime levels are starting to rise when compared to 2020 but overall crime was down when compared with 2019.
- Reported crime figures for the South Nottinghamshire Area were similar in terms of trends in different parts of the County.
- Drugs Offences, Residential Burglary and Anti-Social behaviour were the three police priorities for the most recent quarter and various actions to address these were discussed.
- In terms of CCTV provision, it was explained that a balance between protecting the public and people's right to freedom is difficult to strike. Investment in camera equipment has taken place and additional cameras installed at "hot spots" with particular success in car parks.
- The Safer Nottinghamshire Community Safety Partnership continued to meet virtually throughout the lockdown and despite a reduction in grant finding, the Nottinghamshire Group remained engaged.
- Information was given about the Council's work on improving housing conditions. This was partly done through the Better Care Fund which included Disabled Facilities Grants, Warm Homes on Prescription and supported living grants. Energy Companies were also obliged to offer funding which included the Green Homes Hub scheme to retrofit homes with insulation.
- The work of the Food Hygiene and Safety Team was highlighted with the majority of Gedling food businesses being judged as "very good." It was pointed out that it was not mandatory for food business to display their food hygiene ratings. The Food Hygiene and Safety Team had been assisting businesses to comply with Natasha's Law which now required clearer allergy information.
- In terms of Safeguarding, another area members had been keen to explore, the link between anti-social behaviour and safeguarding was discussed. The issue of what training could be tailored for Members was also considered. Elected Members were always encouraged to share concerns on safeguarding and a discussion on potential training took place. Members expressed the view that training for elected members should be arranged as it would be useful.

It was noted that Members would discuss potential topics/areas of concern in the Health and Wellbeing Portfolio after they had received Quarter 2 performance information.

## **RESOLVED to**

- 1) Thank Councillor Ellis for his attendance and the information provided;  
and
- 2) Recommend that a training session on safeguarding is arranged for all Members.

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## **GEDLING PLAN QUARTER 2 PERFORMANCE REPORT**

Following a presentation from the Democratic Services Manager summarising performance information as at the end of Quarter 2, Members discussed the following:

- There was concern at the number of dog fouling penalties being issued as this seemed to have fallen. Was this a case of people not being caught or was the problem now less prevalent? It was asked whether the Council uses a process to take DNA samples of dog excrement to match it back to the offending animal.
- It was pleasing to hear that action was being taken on the issue of temporary accommodation.

## **RESOLVED:**

To note the information and that a report back on the issue of dog fouling would be taken to the next meeting.

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## **SCRUTINY WORK PROGRAMME**

Consideration was given to a report of the Democratic Services Manager, which had been circulated in advance of the meeting, summarising the most recent position with regards to the Committee's work programme and the following was covered:

- Members noted that the Waste Policy would be taken forward to Cabinet once a new Corporate Director had been appointed.
- In relation to the future work programme, the issue of sewerage discharge into the Borough's water was discussed. A similar concern had been raised at the last Cabinet meeting and an information report on how this affects Gedling would be considered at a future meeting. Once this had been shared with Cabinet, members of Overview and Scrutiny would be given the opportunity to review this with a view to possibly including this as a potential area for scrutiny.
- In terms of the idea discussed at the last meeting for a working group to be established on health provision, a discussion was held on how best to take this forward. Several members commented that it would be of benefit to members to have dialogue with their local GP practices in an attempt to help dispel the public perception that GPs are not seeing patients face to face. The reality of the situation was that doctors would

see patients face to face if needed after being triaged through a phone call.

- At the next committee meeting Councillor Wheeler, Portfolio Holder for Health and Wellbeing, would be in attendance. Members asked whether Cllr Wheeler could use his position as a member of the Health and Wellbeing Board to find further information and it was agreed to suggest this as an area for discussion at the next meeting. Information such as what is the present state of GP numbers in the borough would be a useful starting point. Additionally the issue of how developer contributions from new housing developments feeds through into investment in GP provision was discussed.
- A further area of interest in Councillor Wheeler's Portfolio was to request more detailed information about temporary accommodation and how steps are being taken to reduce the Council's use of it.
- A final area of interest identified within the Portfolio was the idea of how the Covid-19 pandemic has affected the mental health of residents and in particular how the idea of social prescribing may assist.
- A number of Members expressed the view that the Committee should focus its attention more towards the council's operations. With this in mind, the Committee requested a report on the recently held Gedling Satisfaction Survey to a future meeting. Members were also keen to explore the wellbeing of the Council's workforce so a report on the most recent staff survey was requested.
- Finally, it was requested that the emerging procurement strategy be examined at a future meeting. It was also noted that a review of the Carbon Reduction Strategy could not happen until at least the middle of next year in order to give the Climate Change Officer sufficient time to make an impact.

**RESOLVED to:**

- 1) Include the issues of sewerage discharge, Residents' Satisfaction and Staff Satisfaction as topics for future scrutiny; and
- 2) Put forward the topics as discussed to the January agenda for Scrutiny of the Health, Housing and Wellbeing Portfolio.

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**ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.**

None.

The meeting finished at 7.30 pm

Signed by Chair:  
Date:





## **Report to Overview and Scrutiny Committee**

**Subject:** Programme of portfolio holder attendance

**Date:** 7 March 2022

**Author:** Democratic Services Manager

### **Purpose**

To consider the areas of responsibility of Councillor Jenny Hollingsworth, portfolio holder for growth and regeneration, as part of the programme of holding the executive to account.

### **Recommendation(s)**

#### **That the Overview and Scrutiny Committee:**

- 1) Considers, asks questions and makes comment on the information provided;
- 2) Discusses any topics for potential inclusion in the future work programme; and
- 3) Identifies areas in the housing, health and wellbeing portfolio for examination at the next 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**

Councillor Jenny Hollingsworth, portfolio holder for growth and regeneration, is attending the committee to give members the opportunity to examine their area of responsibility which includes:

- 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.

A report detailing performance indicators for quarter 3 is attached at appendix 1 to the report

## **3 Future portfolio holder attendance**

Councillor Henry Wheeler, portfolio holder for housing, health and wellbeing, will be attending the next 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 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.

A report detailing performance indicators for quarter 3 is attached at appendix 1 to the report

## **4 Financial implications**

There are no financial implications arising from this report.

## **5 Legal implications**

There are no legal implications arising from this report.

**6 Equalities implications**

There are no equalities implications arising from this report

**7 Carbon reduction/sustainability implications**












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

**8 Appendices**

Appendix 1: All portfolio performance information





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# Quarter 3 indicator report

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

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## COHESIVE, DIVERSE AND SAFE COMMUNITIES

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI027f Number of attendances - Bonington Theatre	Communities and Leisure; Leisure	Health and Wellbeing Housing	9,446	Tracking Indicator Only	18,491	Tracking Indicator Only			
LI107 Number of litter and dog fouling Fixed Penalty Notices (FPN) served	Community Safety; Environment	Public Protection Portfolio	17	Tracking Indicator Only	36	Tracking Indicator Only			

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI131 Number of fly tipping and duty of care cases submitted to the Council's Legal Team (cumulative figure)	Community Safety; Environment	Public Protection Portfolio	4	Tracking Indicator Only	10	Tracking Indicator Only	↓		
LI133 Number of fly tipping incidents reported to Gedling Borough Council	Community Safety; Environment	Public Protection Portfolio	276	Tracking Indicator Only	1062	Tracking Indicator Only	↑		
LI1346 Percentage of fly tipping incidents removed within 4 working days	Community Safety; Environment	Public Protection Portfolio	98.6%	98%	99.1%	98%	↓		
LI076 Level of All Crime across Gedling Borough rate per 1000 population	Community Safety; Environment	Public Protection Portfolio	13.3	Tracking Indicator Only	13.0	Tracking Indicator Only	↓		
LI081 Level of recorded anti-social behaviour across Gedling	Community Safety; Environment	Public Protection Portfolio	3.8	Tracking Indicator Only	4.9	Tracking Indicator Only	↑		

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
Borough (per 1000 population)									
LI074 Average time to process new Housing Benefit claims (in calendar days)	Economic Growth and Regeneration	Health and Wellbeing Housing	14 days	15 days	13.4 days	15 days	↓	✅	
LI075 Average time to process Housing Benefit change in circumstances (in calendar days)	Economic Growth and Regeneration	Health and Wellbeing Housing	4.7 days	4 days	5.1 days	4 days	↓	⬛	We received a significantly higher amount of work due to the Government's changes on Universal credit resulting in a bulk load of change in circumstances being issued. These issues have been resolved and December's performance of 2 days is significantly improved.
LI086 Average length of time spent in temporary accommodation (in weeks)	Economic Growth and Regeneration	Health and Wellbeing Housing	19.8 wks	22 wks	24.3 wks	22 wks	↑	✅	

## COUNCIL - High performing

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI052 Percentage of calls to the contact centre answered (or call back made) - 12 month rolling total	Governance and Customer Services	Deputy Leader Resources and Reputation	94.5%	94.0%	94.5%	94.0%	↓	✅	
LI057 Percentage of customers seen within 15 minutes	Governance and Customer Services	Deputy Leader Resources and Reputation	100%	94.0%	100%	94.0%	▬	✅	
LI006 Working Days Lost Due to Sickness Absence (rolling 12 month total)	HR, Performance and Service Planning	Leader Portfolio	10.1 days	9.00 days	10.1 days	9.00 days	↓	❌	The rate of absence now stands at more than a day above target. Although in recent months the level of absence has been rising, this is often expected in winter months and little absence was attributed to Covid however in December there have been 58 working days lost to Covid and this represents around 14% of all absence. Realistically it is



PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
									unlikely that we will now achieve target by year end as the rates of infection due to the Omicron strain mean that absence from work is more likely perhaps particularly in the next few months. The position is also exacerbated by the high number of long-term absences cases, these are being managed in accordance with the Council's absence policies.
LI017 Percentage of Business Rates Collected	Finance and ICT	Deputy Leader Resources and Reputation	79%	83.4%	79%	98.90%	↓	●	<p>The collection rate of 79.0% at the end of Quarter 3 in 2021/22 is lower than the expected collection rate of 83.4% and similarly, lower than the actual collection rate of 81.4% at the end of comparative Quarter 3 period in 2020/21.</p> <p>This reduction is likely to be due to a combination of factors, not least the reduced</p>

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
									<p>level of retail discount available to business rate payers in 2021/22 compared to the previous year and the difficult trading environment for businesses as they seek to recover from the effects of the Covid-19 pandemic.</p> <p>Debt recovery processes have also continued to be impacted in 2021/22 mainly due to staff having to be re-deployed to other activities such as the processing of Covid-19 business support grants and staff vacancies have also impacted on capacity. However, mitigation measures are being implemented to ensure resources can be directed where possible towards debt recovery work, including the appointment of temporary staffing which includes a</p>



PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
									dedicated debt recovery officer post.
LI018 Percentage of invoices paid within 30 days	Finance and ICT	Deputy Leader Resources and Reputation	97.8%	99.0%	97.7%	99.0%	↑	⚠	In Quarter 3 the number of invoices not being paid within the 30 day target was 47 out of a total number of invoices of 2310. Many departments managed to achieve 100% payment of invoices within the 30 day target. Those departments whose performance is not currently meeting the 30 day target of 99% will be contacted and reminded of the requirement to meet this standard.
LI016 Percentage of Council Tax collected	Finance and ICT	Deputy Leader Resources and Reputation	82.2%	84.4%	81.2%	98.5%	↑	⚠	The collection rate of 82.2% at the end of Quarter 3 in 2021/22 is lower than the expected collection rate of 84.4%, however it is at a similar level to the actual collection rate of 82.6% at the end of comparative period of Quarter 3 in 2020/21.

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
									<p>This reduction is likely to be due to a combination of factors including the wider economic situation, for example, inflation increasing sharply in recent months impacting on the cost of living. The end of the furlough scheme and the removal of the £20 per week uplift in Universal Credit at the end of September 2021 may also have had an impact on council tax collection rates.</p> <p>Debt recovery processes have also continued to be impacted in 2021/22 mainly due to staff having to be re-deployed to other activities such as the processing of Covid-19 business support grants and staff vacancies have also impacted on capacity. However, mitigation measures are</p>

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
									<p>being implemented to ensure resources can be directed where possible towards debt recovery work, including the appointment of temporary staffing which includes a dedicated debt recovery officer post.</p> <p>During 2020/21 the collection rate improved during the final quarter of the year with the final collection rate being broadly in line with the target, and it is anticipated that a similar improvement will be achieved in the final quarter of 2021/22 in response to mitigation measures taken.</p>

## ECONOMY - Vibrant

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
ECO12 Delivery of school based employability events	Economic Growth and Regeneration	Young people and Equalities	0	2	2	8	↓	🛑	Two events were planned for Q3, but both had to be cancelled due to Covid.
Page 25 363 Number of school-age work experience placements hosted in Gedling Borough Council in partnership with YouNG (and Economic Development)	HR, Performance and Service Planning	Young people and Equalities	3	4.5	3	6	↑	🛑	It has been possible to offer a small number of work experience programmes this year although there has been no real demand from schools and also, within teams, due to home working there is very limited capacity to support such arrangements. This may be an issue going forwards and it may be necessary to consider a review of targets.
LI118 Number of long term empty homes in the Borough returned to use as a result of Gedling	Environment; Public Protection	Public Protection Portfolio	20	10	63	40	↓	✅	

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
Borough Council intervention									
NI154 Net additional homes provided	Development and Place	Growth and Regeneration	69	115	245	458			<p>Certain housing sites have not come forward as quickly as anticipated by landowners and developers. A Housing Delivery Action Plan has been published and includes measures to increase delivery of new housing in Gedling Borough. In addition, the emerging Greater Nottingham Strategic Plan will allocate additional land for housing to meet future needs. There are a number of developments currently progressing that will help us to get closer to the target: Teal Close (Netherfield), Lendrum Court (Burton Joyce), Rolleston Drive (Arnold), Chase Farm (Gedling), Mapperley Plains, Park</p>









PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
									Road (Calverton), Vale Road (Colwick).
NI155 Number of affordable homes delivered (gross)	Economic Growth and Regeneration	Growth and Regeneration	0	5	9	20	↓	🔴	Whilst the year to date figure is below target there are a range of developments which will complete in the financial year which should achieve the target.
NI157a Percentage of Major planning applications processed within 13 weeks	Development and Place	Growth and Regeneration	100%	90.0%	100%	90.0%	📊	✅	
NI157b Percentage of Minor planning applications processed within 8 weeks	Development and Place	Growth and Regeneration	80.8%	86.0%	82.7%	86.0%	↓	🔴	Due to concentration of efforts on Major and Other applications, the target was missed this quarter but is expected to be on target in Q4.
NI157c Percentage of other planning applications processed within 8 weeks	Development and Place	Growth and Regeneration	92.1%	80.0%	84.6%	80.0%	↑	✅	



## ENVIRONMENT - Sustainable

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI371 Number of garden waste customers	Environment; Transport and Waste Services	Environment Portfolio	18,500	17,000	18,500	17,000	↓	✅	
NI191 Residual household waste per household in 2025	Environment; Transport and Waste Services	Environment Portfolio	142.3kg	140kg	278kg	560kg	↓	⚠️	Whilst the target for this was narrowly missed, we are on target year to date and we have an educational programme planned for Spring 22 to help improve future figures.
NI192 Percentage of household waste sent for reuse, recycling and composting	Environment; Transport and Waste Services	Environment Portfolio	36.3%	36.0%	36.9%	36.0%	↓	✅	

## HEALTHY lifestyles

PI Code & Short Name	Responsible OUs	Portfolio Owners	Q3 2021/22			Annual 2021/22	Trend compared to previous quarter	Quarterly Status	Latest Note
			Value	Target	Year to Date				
LI276 Percentage of food premises scoring 4 or 5 in the national food hygiene rating scheme	Environment	Public Protection Portfolio	96%	90%	96%	90%			
LI379 Average number of Swim School Members (12 month rolling period)	Communities and Leisure; Leisure	Health and Wellbeing Housing	3,121	Tracking Indicator Only	3,121	Tracking Indicator Only			
LI027 Number of visits to leisure centres	Communities and Leisure; Leisure	Health and Wellbeing Housing	228,700	Tracking Indicator Only	533,313	Tracking Indicator Only			
LI085 Current number of DNA members	Communities and Leisure; Leisure	Health and Wellbeing Housing	3,468	Tracking Indicator Only	3.468	Tracking Indicator Only			



## **Report to Overview and Scrutiny Committee**

**Subject:** Gedling Plan Quarter 3 2021/22 Report

**Date:** 27 January 2022

**Author:** Senior Leadership Team

### **Wards Affected**

Borough-wide

### **Purpose**

To inform Cabinet in summary of the position against Improvement Actions and Performance Indicators in the 2020-23 Gedling Plan at the end of 2021/22 quarter 3.

### **Key Decision**

This is not a key decision.

### **Recommendation**

#### **TO:**

- 1) Consider the performance information, ask questions and identify any actions or indicators that require additional information**
- 2) Identify any potential areas for inclusion in the committee's work programme**

## **1 Background**

- 1.1 The Council has made a commitment to closely align budget and performance management. This is in line with accepted good practice.
- 1.2 To deliver this commitment, systems to monitor performance against revenue and capital budgets, improvement activity and performance indicators have all been brought together and are now embedded in the way the Council works. Whilst the budget and performance information are presented in two separate reports, they are and will be reported to Cabinet together and will appear on the same agenda.
- 1.3 In addition, performance reports now focus more directly on the Council's priorities and offer an "early warning" system of instances where targets may not be secured.

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

<http://www.gedling.gov.uk/council/aboutus/prioritiesplansandperformance/howwere/doing/>

Members are recommended to view this document which provides valuable background detail to this summary paper. It provides a more in-depth review of indicators, actions and outcomes for 2021/22 quarter 3.

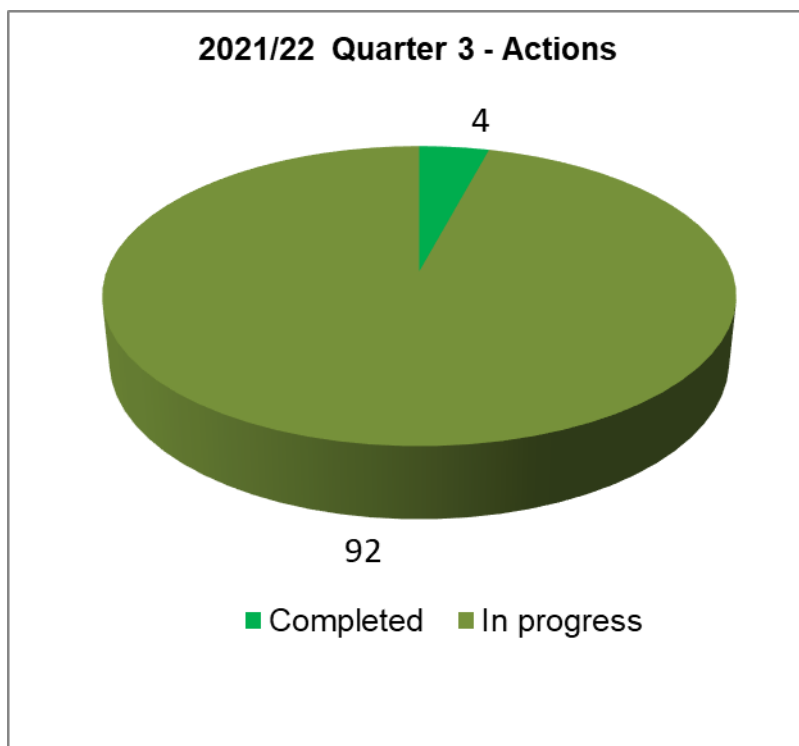
- 1.5 The assessment criteria used for actions and indicators is based on red, amber and green traffic light symbols. To be assessed as green performance indicators must be in line with their expected performance at this stage of the year, whilst actions must be on target against the “completed” or “in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

## 2 Proposal

- 2.1 It is proposed that Cabinet note the performance information for the Gedling Plan 2020-23 at the end of 2021/22 quarter 3 as set out below.

### 2.2 Actions

At this stage, of the 96 actions currently active in the Gedling Plan 2020-23, 4 are complete out of the 27 planned for completion in 2021/22 and the remaining are either in progress or assigned to an Officer.



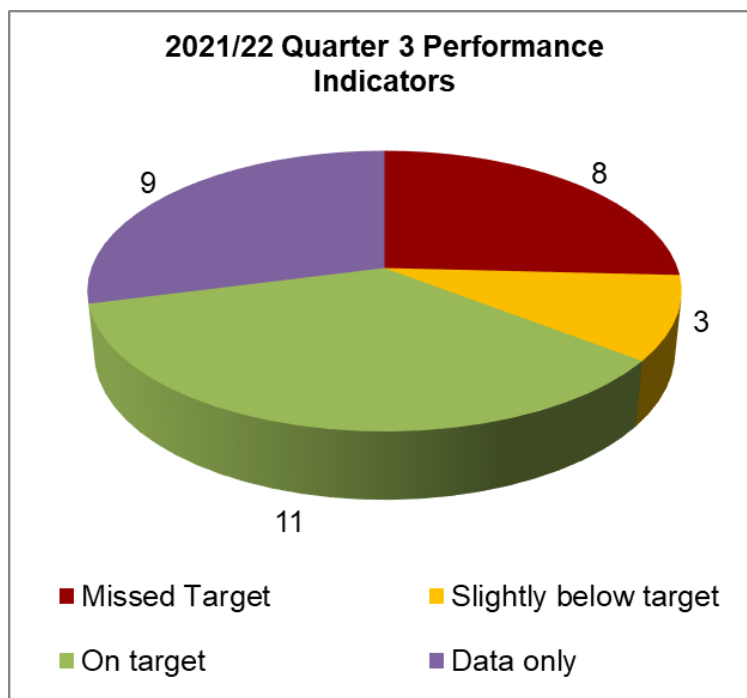
The 4 completed actions are:

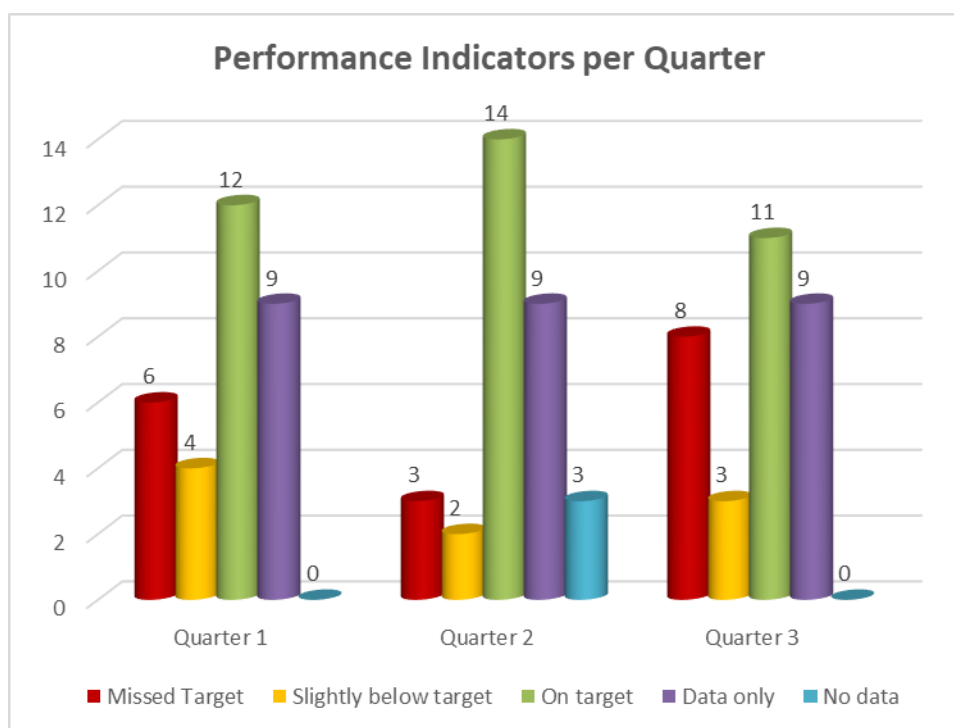
- Undertake targeted youth engagement to seek their views in order to influence provision of services
- Coordinate the supported internship programme
- Deliver the annual Pride of Gedling Awards
- Continue to implement the Demand Management Strategy

There is an ongoing requirement to continue to respond to the COVID pandemic across teams and departments, which continues to affect staff capacity to deliver actions planned for 2021/22. In addition, there are now further risks being realised relating to the effects of the requirements for self-isolation, which is impacting the workforce and service delivery in particular for front line customer facing teams.

### 2.3 Indicators

Overall indicator performance at the end of quarter 3 shows that out of a total of 31 indicators, 11 were on or above target, 3 were slightly below target and 8 indicators missed their target.





2.4 Examples of particularly positive performance for quarter 3 include:

Performance Indicator	Figure reported	Target	Period covered
% of fly tipping incidents removed within 4 working days	98.6%	98%	Oct to Dec
Average time to process new Housing Benefit claims	14 days	15 days	Oct to Dec
Average length of time spend in temporary accommodation Note: This PI is still expected to miss target by end of year	19.8 weeks	22 weeks	Oct to Dec
% of calls to the contact centre answered (or call back made)	94.5%	94%	12 month rolling average
Number of long term empty homes in the Borough returned to use as a result of Gedling Borough Council intervention	20	10	Oct to Dec
% of Major planning applications processed within 13 weeks.	100%	90%	Oct to Dec

96% of food premises inspected scoring 4 or 5 in the national food hygiene rating scheme.	96%	90%	Ongoing
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2.5 The following performance indicators missed their target at the end quarter 3.

**LI075 Average time to process Housing Benefit change in circumstances (in calendar days)** – Performance: 4.7 days against a target of 4 days for the period October to December and 5.1 days against a target of 4 days for the period April to December. Expected to miss target by year end.

We received a significantly higher amount of work due to the Government's changes on Universal credit resulting in a bulk load of change in circumstances being issued. These issues have been resolved and December's performance of 2 days is significantly improved.

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

Performance: 10.1 days against target of 9 days. Expected to miss target by year end.

The rate of absence now stands at more than a day above target. Although in recent months the level of absence has been rising, this is often expected in winter months and little absence was attributed to Covid however in December there have been 58 working days lost to Covid and this represents around 14% of all absence.

Realistically it is unlikely that we will now achieve target by year end as the rates of infection due to the Omicron strain mean that absence from work is more likely perhaps particularly in the next few months. The position is also exacerbated by the high number of long-term absences cases, these are being managed in accordance with the Council's absence policies

**LI017 Percentage of Business Rates Collected** - The collection rate of 79.0% at the end of Quarter 3 in 2021/22 is lower than the expected collection rate of 83.4% and similarly, lower than the actual collection rate of 81.4% at the end of comparative Quarter 3 period in 2020/21.

This reduction is likely to be due to a combination of factors, not least the reduced level of retail discount available to business rate payers in 2021/22 compared to the previous year and the difficult trading environment for businesses as they seek to recover from the effects of the Covid-19 pandemic.

Debt recovery processes have also continued to be impacted in 2021/22 mainly due to staff having to be re-deployed to other activities such as the processing of Covid-19 business support grants and staff vacancies have also impacted on capacity. However, mitigation measures are being implemented to ensure resources can be directed where possible towards debt recovery work, including the appointment of temporary staffing which includes a dedicated debt recovery officer post.

**ECO12 Delivery of school based employability events** – No events were held in Q3 against a target of 2 events. Two events were planned for Q3, but both had to be cancelled due to covid. Expected to miss target by year end.

**LI363 Number of school-age work experience placements hosted in Gedling Borough Council in partnership with YouNG (and Economic Development)** – 3 placements have been held between April to December against a target of 4 by this stage.

It has been possible to offer a small number of work experience programmes this year although there has been no real demand from schools and also, within teams, due to home working there is very limited capacity to support such arrangements. This may be an issue going forwards and it may be necessary to consider a review of targets.

**NI154 Net additional homes provided** – For Q3 69 homes have been provided against a target of 115. The year to date (April to December) 245 homes have been provided against the target of 345.

Certain housing sites have not come forward as quickly as anticipated by landowners and developers. A Housing Delivery Action Plan has been published and includes measures to increase delivery of new housing in Gedling Borough. In addition, the emerging Greater Nottingham Strategic Plan will allocate additional land for housing to meet future needs. There are a number of developments currently progressing that will help us to get closer to the target: Teal Close (Netherfield), Lendrum Court (Burton Joyce), Rolleston Drive (Arnold), Chase Farm (Gedling), Mapperley Plains, Park Road (Calverton), Vale Road (Colwick).

**NI155 Number of affordable homes delivered** – No affordable homes were delivered in Q3 against the target of 5. Overall figure (April to December) 9 were delivered against target of 15.

Whilst the year to date figure is below target there are a range of developments which will complete in the financial year which should achieve the target.

**NI157b Percentage of Minor planning applications processed within 8 weeks** – 80.8% of applications received in Q3 were processed against a target of 86.0%. Overall figure (April to December) 82.7% were processed against target of 86%.

Due to concentration of efforts on Major and Other applications, the target was missed this quarter but is expected to be on target in Q4.

## **2.6 Compliments and Complaints**

In quarter 3, the council received 1.5% fewer compliments and 60% fewer complaints than in quarter 2. 34% out of all complaints that the council received in quarter 3 were upheld. Out of all complaints that the council received in quarter 3, 11 complaints were escalated to stage 2, of which only one complaint was upheld.



## 2.7 Achievements

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

**Approval of new Equality and Diversity Policy** - Gedling Borough Council has approved a new Equality and Diversity Policy following consultation with residents and local community groups. The new policy, approved by the council's Cabinet on 7 October, sets out clearly the commitment that the council has to promote equality and diversity both within the organisation and through service delivery and how it aims to eliminate discrimination, harassment, victimisation and challenge inequalities.

**Residents' Survey** - The biennial Residents' Survey has now been completed and the results are being analysed. Once analysed the responses will be used to help inform our new Gedling Plan for 2023-27.

**Staff Survey** - The internal biennial staff survey has been completed and the results have been analysed and reported to our Senior Leadership Team. The purpose of the survey is to encourage staff to have their say about what goes well and what doesn't from their perspective so that, where possible, we can make improvements to the ways that we work for the benefit of the employees themselves and the services that we provide to customers and residents.

**Launch of #Rediscover Campaign** - Gedling Borough Council launched a new campaign to get more people to shop in their local town centres. The #Rediscover campaign ran throughout the festive season to support and promote local businesses and also to encourage residents to shop locally this Christmas. This campaign has been funded through the recently announced European Regional Development Fund 'Welcome Back Fund', whose aim is to promote coronavirus safety messages while getting more people to shop locally.

**Green Rewards launch** – Gedling Borough Council united with eight other local councils, two universities and creator Jump to launch a Green Rewards scheme to tackle climate crisis. The scheme provides a new Green Rewards app and web platform which means Notts residents can accumulate points and earn the prizes for many activities they do every day at home or out and about that help lower their carbon footprint. It is part of the Universities for Nottingham civic collaboration which aims to improve the way the universities work with each other and their local partners to help change the lives of local people for the better.

**Record numbers for swimming lessons in the borough** - Over 3,000 people are taking part in swimming lessons across Gedling Borough Council leisure centres, the highest number of participants since the centres opened. Over half of the swimmers are using Arnold Leisure Centre for lessons, which is seeing its highest membership in its 40 year history. More than 1,500 babies, young children and

adults are taking part in lessons ranging from basic water safety awareness to competitive swimming.

**Four Gedling Borough parks recognised with Green Flag Awards** - During October, Gedling Country Park, Arnot Hill Park, Burton Road Jubilee Park and for the second year, Bestwood Country Park, joined a record number of parks and green spaces collecting a Green Flag Award - the international quality mark for parks and green spaces.

### **3 Alternative Options**

- 3.1 Not to present an update on quarterly performance, in which case Executive members will not be aware of performance against the Gedling Plan 2020-23.

### **4 Financial Implications**

- 4.1 There are no financial implications arising out of this report.

### **5 Legal Implications**

- 5.1 There are no legal implications arising out of this report.

### **6 Equalities Implications**

- 6.1 There are no equalities implications arising out of this report.

### **7 Carbon Reduction/Sustainability Implications**

- 7.1 There are no carbon reduction/sustainability implications arising out of this report.

### **8 Appendices**

- 8.1 Appendix 1 – Examples of Outcomes achieved during Quarter 3 2021/22.

### **9 Background Papers**

- 9.1 None identified.

### **10 Reasons for Recommendations**

- 10.1 To ensure Members are informed of the performance against the Gedling Plan 2020-23.

# **GEDLING**

## **PLAN**

**2020-2023**

### **Examples of Achievements and Activities**

**During**

**Quarter 3 - 2021/22**

# Cohesive, Diverse and Safe COMMUNITIES

## Promote and encourage pride, good citizenship and participation

**Remembrance Events 2021** - Arnold Remembrance event 14/11/21 delivered by GBC Community Relations in collaboration with St Pauls Church and Arnold RBL, and significant support and advice provided to the Gedling and Mapperley Remembrance Events held on 14/11 and 21/11 respectively.

Arnold, Mapperley and Gedling events:

- Countywide Safety Advisory Group liaison and information sharing with community and emergency response partners
- Road closure liaison, commissioning and implementation
- Facilitation of pre-event remedial safety actions
- Event management planning advice provided to Gedling and Mapperley organisers
- Support in the coordination of Civic guests, Emergency response partner and military representative attendance, including deploying the Gedling Youth Mayor at the Gedling and Mapperley events
- Arranging pre event promotion of events

Arnold Remembrance Event:

- Event leadership
- Elected member, church and RBL liaison and coordination
- Full Event Management Plan and Risk Assessment and completion of identified actions
- Orders of proceedings and timings collated and shared: Parade formation, church service arrangements and act of remembrance
- Commissioning of audio and other services
- First Aid deployment
- Event delivery on the day

All three events delivered successfully with high attendance, no incidents reported and excellent feedback from community partners, Elected Members and members of the public alike. Event planning templates, orders of proceedings and commissioning good practice established for the Arnold event that can be adapted and refreshed for future Remembrance events.

**Half Term in Newstead event** – A successful event took place at the Newstead Centre with a great collaborative effort from local partners to provide activities and engage people in taking part.

- We engaged with 38 children and young people and 20 adults, most of whom took part in creative activities together which were provided by Gedling Play Forum and artists from Nottingham Community Artists Network CIC.
- 10 young people took part in sports and games session provided by Spire Coaching. They have a good track record of working with young people in Newstead, supported by Notts CC Youth Service partners. On finishing their

session all young people who were outside then came in to the Newstead Centre to take in the model making session provided by Nottingham C.A.N.

- Secret Kitchen, a local catering company specialising in social eating projects, were invited to provide lunch for staff, volunteers and families and they fed 25 adults and 36 children over the course of the afternoon. This is the first time a hot meal has been combined with an event that the Council directly deliver and the feedback was that people appreciated this. It no doubt enabled families to stay for longer as snacks and drinks were available throughout the afternoon.

**Christmas in Arnold** - A number of factors contributed to the reshaping of Christmas activities in Arnold in 2021; The space available for Christmas activities in the Town Centre, the withdrawal of some partners who had previously helped to deliver Christmas events and continued uncertainty around event delivery during the pandemic, all influenced the Council's plans to celebrate Christmas in Arnold and bring people into our Town Centres.

A series of four Christmas markets took place on Sundays in late November and into December. With the Arnold Market Place development ongoing, the fourteen existing market stalls on Eagle Square were made available to Rural Retailer, a company providing markets across the County and Region. As part of their license agreement with the Council, Rural Retailer booked and managed the markets and provided festive entertainment and seasonal food and drink. The markets also encouraged footfall on Sundays in Arnold and local businesses were encouraged to open to make the most of additional trade.

A Christmas Light Switch On event took place outside Arnold Methodist Church with three local schools and a young performer from Calverton all taking part. Arnold and Mapperley Rotary Club attended with Santa and the event was well attended whilst still allowing plenty of space for attendees to circulate. The Communities Team put together an extensive Event Management Plan to replace the work previously undertaken by a Third Party Events provider to ensure the safe management of the Switch on event. Support was provided by GBC Neighbourhood Wardens and local Police colleagues.

Further promotion took place for events managed by Community Partners, including Craft events at Arnold Methodist Church (which ran alongside the Christmas Lights Switch On), Arnold Library and Arnold Fire Station, to contribute towards a month of activity to enhance people's experience of shopping in Arnold over the festive period.

Christmas art work from school children who entered the Mayor's Christmas card competition was displayed outside Arnold Methodist Church improve the appearance of the hoardings around the Arnold Market Place development.

**Gedling community money advice developments** - Following the Community money advice services meeting held in September with St Wilfred's Church Mapperley, The Kings Church Arnold, The Ark, Carlton Food Bank hub, GBC CSC outreach and CA Nottm and District, CA Nottm and District submitted a successful bid to the NCC Recovery Fund to provide additional debt advice resource in priority areas in the Borough – Newstead, Carlton and Calverton initially identified as target areas for the new service. Further detail to follow in Q4.

**Members grants awarded** - 38 grants in the region of £16k have been awarded to various community groups for example, Arnold in Bloom, Carlton Forum Swimming Club,

Carlton Town Football Club, Positively Empowered Kids, Radford Care Group, Willow Farm Primary School, Ravenshead Parish Council, Newstead Events Group, Colwick Tots, and Age UK Nottingham & Nottinghamshire.

**Community E Newsletters** - Three Community E-Newsletters were circulated to 7k community contacts between October and December. Information Shared included Pride of Gelding Awards 2021, Ageing Well Day, Live & Local Nottinghamshire (a live entertainment network), the Help is at Hand bereavement booklet, Health for under 5's, Inspire Autumn Learning programme. Gedling Lotto 1<sup>st</sup> Birthday, Host Nottingham Clothing bank, In Kind Direct, Create to Connect (a mindful art activity booklet), Tackling Loneliness in Nottinghamshire, Macmillan Beyond Diagnosis Gateway, Healthwatch Community Connector, Netherfield and Killisick FOOD Club volunteer opportunities, Gedling Borough Council's public consultation on Climate Management strategy, CT4N Charitable Trust Services, Arnold Methodist Church Community Kitchen, Memory Cafes.

**Gedling Caribbean Elders new engagement** - The Caribbean Elders have been connected up with 'Always Community', a charity set up just prior to Covid awarded £10k from Awards For All to deliver sessions bringing culturally diverse speakers together with community groups and Staff Teams and providing world food taster menus, the aim being to foster greater cultural awareness, respect and inclusion. The charity has also been put in touch with Localities Coordinators for Newstead, Killisick Netherfield and Colwick, and referred into the Equalities Action Plan for potential engagement with GBC staff Teams.

**Youth Council engagement with Gedling Young People's Consultation** - This first face to face meeting since March 2020 received full attendance by current and incoming YC members. Guest speakers Helen Smith, ICP Programme Director and Antonia Smith, Deputy Head of Communications engaged with members on plans for young people's health and wellbeing consultation, and were given positive suggestions including incentives to attend, and youth centric activities i.e. Ice Arena as a venue.

Members signed up to Positively Empowered Kids / Youth Voices initiative, which provides training and leadership opportunities to help develop the YP Consultation Action Plan. Training sessions to be scheduled in the New Year 2022.

Recruitment campaign underway led by NCC Youth Service via youth clubs with local engagement with schools being led by GBC Community Relations. Three new members have joined in Q3.

### **Reduce poverty and inequality and provide support to the most vulnerable**

**Approval of new Equality and Diversity Policy** - Gedling Borough Council has approved a new Equality and Diversity Policy following consultation with residents and local community groups. The new policy, approved by the council's Cabinet on 7 October, sets out clearly the commitment that the council has to promote equality and diversity both within the organisation and through service delivery and how it aims to eliminate discrimination, harassment, victimisation and challenge inequalities.

The policy highlights how the council has already embedded into its corporate plan objectives to reduce poverty and inequality, provide support to the most vulnerable, to improve social mobility and life chances, improve health and well-being, reduce health inequalities and reduce levels of loneliness and isolation. The policy also sets out how equalities and diversity will be further embedded across the council and that the council will be more accessible, engaging and listen to the needs of its community. This includes senior leaders, members and officers, acting as ambassadors for equalities and diversity.

The policy includes an action to establish a corporate Strategic Equalities and Diversity Group, chaired by the Portfolio holder for Young People and Equalities, Councillor Viv McCrossen.

The council has been carrying out a number of actions as part of its work to improving equalities, which includes carrying out a Disability Confident Employer assessment, the adoption of the Menopause in the Workplace Policy and the creation of specific roles within the cabinet that focus on equalities.

The policy can be viewed by visiting [www.gedling.gov.uk/equality](http://www.gedling.gov.uk/equality)

**Temporary Accommodation** - since cabinet approval in January for the temporary accommodation options appraisal, officers have been tirelessly viewing suitable accommodation within the borough. Significant progress has been made and 5 successful bids have been made to date. This comprises of a 1 bedroom, 2 two bedroom and 2 three bedroom houses located in either Arnold, Carlton or Gedling areas of the borough. Of these 5 properties, 4 are still progressing through the conveyancing process and we are hopeful they will complete shortly. However, we have now taken ownership of our first property just before the Christmas break. Minor works have been scheduled and we hope to have it ready to let to our first family early in the New Year.

**Food Clubs** - Netherfield food club continues to provide 30+ food boxes each week for the local community. The alterations have now been made to Killisick Community Centre and the equipment installed, a proposed date for the Food Club to start is Monday 17<sup>th</sup> January, a number of volunteers have been recruited to support the programme in Killisick.

**Community Food Fund** - Gedling Borough Council have been successful in application to the Nottinghamshire County Council Community Food Fund and have been awarded £25,000, for the initiative Re-connecting through food. The Community Food Fund has been established to help address some of the negative impacts of the COVID-19 pandemic on the people of Nottinghamshire. Some or all of the following key priorities should be addressed in order to meet the fund criteria; food poverty; sustainability; community development; nutrition and health.

The project *Reconnecting through food* provides an opportunity for Gedling residents to re-engage in community based activities with food and social eating elements attached to them. The project also enables the existing community groups and organisations to offer a food element to their current timetable of activities.

**Carlton Hub** - Our Customer Services team operate an outreach service to the residents of Carlton which runs alongside the foodbank. Subsequently we can intercept some of our vulnerable residents in this area. The Hub has been operating since the end of November and is already extremely busy. We have built up a strong working relationship with Hope Nottingham which makes referrals for vulnerable residents more efficient and timely. Alongside Hope we are aiming to build up a hub of voluntary organisations who can all work together on humanitarian aid. If a customer from the NG4 area calls to make an appointment these will be taken at the Hub and therefore we do not need to resource the booths in Customer Services on a Tuesday. In addition to this we have also conducted outreach sessions at Newstead and Calverton.

**Flood grants** - We have now made payment to 10 residents for the DEFRA flood grant. Grants are worth up to £5,000 to help secure properties with flood barriers to prevent future flooding.

**Household support grant referrals** - 451 referrals have been made since the scheme started. Customer Services have been referring and issuing vouchers to residents who are experiencing

financial hardship this winter. Residents can receive £49 towards help with energy bills, £80 towards help with water bills and £30 per resident in supermarket vouchers of their choice.

**Christmas present appeal for children going without this Christmas** - Customer Services contacted schools in the Gedling Borough area to ascertain how many children would be going without Christmas presents this year. We then organised a “secret santa” appeal for presents for particular age ranges to ensure that these children would not go without. Presents were then delivered to the schools. We raised over £2,000 worth of presents.

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

**Community Safety Advice** - Our Anti-social Behaviour Coordinator and Neighbourhood Warden linked up with Operation Reacher to attend the Arnold Christmas Light switch on event to engage with members of the public. We gave advice regarding community safety and also environmental issues such as fly tipping and dog fouling with some useful freebies such as torches with dog bags, purse bells, personal safety alarms and shed alarms. We also addressed Cycle theft and gave out some bike safety chains.

**Private Landlord Enforcement** - In the quarter 3 a number of Civil Penalty Notice actions were undertaken. A ‘Final Notice’ was issued on 11<sup>th</sup> October 2021 to a landlord who had failed to apply to licence their property under the Selective Licensing scheme. The landlord did not engage with the investigation and declined to provide information when requested under PACE. A fine of £1,800 was issued in October and payment was made to the council in November 2021.

A ‘Notice of intent’ was served on 30<sup>th</sup> November 2021 on a landlord owning a flat within Colbrook Place. The flat came to the attention of the department due to a disrepair complaint from the tenant. When visiting to assess for disrepair it was noted that the flat should be licensed but wasn’t. Evidence was gathered and the landlord was written to. The landlord applied to licence the flat soon after contact was made so the flat is now compliant. The ‘Notice of Intent’ proposes a fine of £525. No representation has been received by the council so the ‘Final Notice’ formalising the £525 fine will be issued w/c/ 10<sup>th</sup> January 2022.

A ‘Notice of intent’ was served on 22<sup>nd</sup> December 2021 on a letting agent responsible for the licensing of a house on The Elms estate. The fact that the property was operating without a licence had caused a great deal of stress to the tenant who was very happy to cooperate with our investigation. The department worked with the agent to bring about an application for a number of weeks but no application was forthcoming. The agent admitted that it was aware of Selective Licensing and what it entailed and was aware of the scheme in Netherfield since 2018 so a fine of £1,900 was proposed for the breach. We are still in the representation period for the Notice of Intent for this case so the next steps will be determined by whether the agent make a representation to the council or not and if so what issues it raises in that representation.

**Review and Publication of the Gambling Policy** - In accordance with the provisions of the Gambling Act 2005 the Council must review its Gambling Policy and amend it if necessary following the procedure laid down in the Act every three years. This process starts approximately 12 months before the policy is due to be published so work started on this in January 2021. Potential amendments were discussed within the Nottinghamshire Authorities Licensing Group (NALG) after consideration of recommendations from the Gambling Commission. A report was then drafted and considered by the Licensing Act Committee who approved the draft amendments to the Policy and resolve to consult on them. The Policy was then sent out for consultation to all relevant bodies and the public. If any comments are received these are considered by Members and any appropriate amendments are made,



however, this year no comments were received. The final Policy is usually referred to full Council for final determination but this year was considered under urgent powers by the Chief Executive and the Mayor as there was not a Council meeting available within the timescale. A notice has been displayed four weeks before publication of the amended policy and the new policy will come into force on 31 January 2022.

# High Performing COUNCIL

## Improve the customer experience of engaging with the Council

**Residents' Survey** - The biennial Residents' Survey has now been completed and the results are being analysed. The survey went out to every household in the borough as well as being offered through our "Keep Me Posted" service. In all we had a great response rate with 3,061 completed forms which represents 6% of households. Once analysed the responses will be used to help inform our new Gedling Plan for 2023-27.

**Corporate Director recruitment** - The recruitment and selection of our new Corporate Director of Environment, Communities and Leisure has been successfully concluded. The new post holder will contribute to many aspects of the Gedling Plan in order to improve the lives of our residents and service users.

**Garden Waste Renewal Process Improvements** - We currently have around 18,000 customers for the garden scheme. This puts a huge strain on resources during renewal period which in the past clashed with annual billing. We have now automated the garden waste system so that if there are no changes in circumstance the database will automatically update once the customer has made payment, as a consequence the customer can renew online without any contact with GBC. This reduces demand to the call centre and admin burden to waste admin. The renewal process started early in November as oppose to February which has given waste the time to deliver bins early and reduce complaints from customers calling in to chase delivery.

## Provide efficient and effective services

**Property work** - The Revenues Services team has worked hard, despite the loss of resource, to undertake an empty property review and bring all new build administration work up-to-date ensuring an accurate CTB1 return, an accurate taxbase estimate and a significant amount of new homes bonus funding.

**New court officer appointment** - To ensure resilience in recovery of unpaid debt, the revenues team has concluded the training of the newest Team Leader, as a Magistrates' court prosecutor. This employee has successfully prosecuted her first cases as the Council's representative in the court.

## Maintain a positive and supportive working environment and strong employee morale

**Staff Survey** - The internal biennial staff survey has been completed and the results have been analysed and reported to our Senior Leadership Team. The purpose of the survey is to encourage staff to have their say about what goes well and what doesn't from their perspective so that, where possible, we can make improvements to the ways that we work for the benefit of the employees themselves and the services that we provide to customers and residents.

**The Council's Accredited Learning Centre and Apprenticeship Delivery Centre** have both now been closed. These centres have delivered training to the Council's own employees and to staff at other local councils. The centres have been an immense success delivering first-rate training with around 250 people receiving management and supervisory training over the last ten years and over the last few years 11 people have achieved apprenticeship qualifications (five at merit level and four at distinction). Although no longer financially viable in the future, up

until their closure the centres have strongly contributed towards the Council's income targets with the first two years of operation delivering a total income of around £30,000 per annum against a target of £20,000.

**Agile Working** – The rollout of equipment to staff to support agile working is now underway with a number of departments and sections now fully enabled. An interim staff member has been engaged to assist with this and further orders have been placed with suppliers for the required equipment.

**National Customer Services Week** - This year we celebrated the heart of Customer Service by showing appreciation for all of our frontline staff and raising awareness of basic fundamental aspects needed to deliver great customer service.

### **Improve use of digital technologies**

**Projects and Upgrades** – A number of projects and upgrades have been completed in IT including Windows 10 migration to a new version, supporting the replacement of bar tills at leisure centres and an upgrade of the Oracle database. A procurement exercise has also been undertaken for a new Microsoft Enterprise Agreement and a new contract has been agreed that will run to 31 December 2024.

# Vibrant ECONOMY

## **Provide more homes**

**Consultation on revised residential and non-residential car parking standards** – this sets out the national and local policy context relating to parking provision for new development in Gedling Borough, and provides a clear framework to set out how parking provision is to be provided. If adopted by the Council, it will be used to determine planning applications. During this quarter, the consultation sought views on the amount of car parking needed in new housing and commercial developments to shape the policy.

## **Drive business growth, workforce development and job opportunities**

**Continued business grants work** - As well as the ongoing assessment and payment of business grants as a response to the Covid-19 pandemic, the revenues Services team has been undertaking reconciliations of all the grants schemes and providing those responses to government.

**Business grants post payment assurance** - Random sample testing of paid grants and post payment assurance responses to the government have begun this quarter and are ongoing.

**School Events** – The Economic Growth and Regeneration team held two school events, a careers fair at Colonel Frank Seeley and mock interviews at Joseph Whitaker.

## **Create thriving and vibrant town and local centres**

**Launch of #Rediscover Campaign** - Gedling Borough Council launched a new campaign to get more people to shop in their local town centres. The #Rediscover campaign ran throughout the festive season to support and promote local businesses and also to encourage residents to shop locally this Christmas. This campaign has been funded through the recently announced European Regional Development Fund 'Welcome Back Fund', whose aim is to promote coronavirus safety messages while getting more people to shop locally.

As part of the campaign, Gedling Borough Council launched a new web page for local businesses to promote themselves for free, providing residents with shop overviews, contact details, locations and information about the businesses. The campaign is aimed at getting residents to rediscover old and new local businesses, including all high streets within Gedling Borough following the lifting of lockdown measures. As well as a web page, the funding will be used to improve the look of the town centres visual appearance with plans for temporary signage and decorations to be installed promoting the campaign.

The project is receiving over £100,000 of funding from the England European Regional Development Fund as part of the European Structural and Investment Funds Growth Programme 2014-2020. The Ministry of Housing, Communities and Local Government is the Managing Authority for European Regional Development Fund. Established by the European Union, the European Regional Development Fund helps local areas stimulate their economic development by investing in projects which will support innovation, businesses, create jobs and local community regenerations.

**‘THE AMP’ at Arnold Market Place** – Construction works continue to progress on site at pace and on programme. Since the visible construction of the building’s steel frame back in the summer, works have continued to install the first floor and create seven individual ground floor units. The roof has been installed along with stair-cases and brick walls up to the first floor. Power & utilities to serve the new building are also beginning to be installed along Gedling Road. A marketing event and name launch for the AMP took place in autumn which included a new brand, hoarding graphics, website and marketing literature. All enquires are now invited from potential new business’ start ups’ and tenants and managed through the council’s agent. Over the next quarter, the building will receive windows and be fitted out internally. External works will also begin to create the new market place and public space. All works are envisaged to be complete in May with an official opening being planned for early June.

**Carlton Square development** – The main resurfacing works at Carlton Square car park have been successfully completed. This includes the creation of the new entrance off Burton Road, realignment of the northern car park and the installation of eight new electrical charging points. The scheme also includes a separate service access for deliveries and a safer pedestrian route for accessing the shopping area. Further improvement works are being planned to enhance the shopping area, these include landscaping, street furniture and an additional CCTV cameras. It is hoped these will be completed in the spring.

# Sustainable ENVIRONMENT

## **Provide an attractive and sustainable local environment that local people can enjoy**

**Four Gedling Borough parks recognised with Green Flag Awards** - During October, Gedling Country Park, Arnot Hill Park, Burton Road Jubilee Park and for the second year, Bestwood Country Park, joined a record number of parks and green spaces collecting a Green Flag Award - the international quality mark for parks and green spaces.

**Green Flag Application for Breck Hill Recreation Ground** - Gedling Borough Council in partnership with the Friends of Breck Hill have been working on the park's management plan in readiness for submission in January 2022. The submission of the management plan is part of the application process, which consists of the desk assessment (assessment of the management plan) followed by a field assessment in the summer. If awarded the Green Flag Award this will be the Council's 5<sup>th</sup> awarded park.

**Killisick Park Refurbishment** – The play Area was completed at the end of October 2021. A formal opening event was held at the beginning of November, attended by the Mayor, local Councillors, members of the friends group, Pinewood Infants School and Killisick Junior School and the grant manager from FCC Communities. New equipment includes a 30m zip line, basket swing, roundabout and multi play unit, as well as accessible play equipment such as a wheelchair friendly roundabout, pod swing, play house and more.

**Green Lung Project** – large scale tree planting has taken place at Digby Park and Gedling Country Park. The Gedling Borough Council Park Rangers, volunteers from the Friends of Gedling Country Park and students from Nottingham Trent University have planted 650 trees at Gedling Country Park (memorial woodland) 420 of these trees were obtained from Gedling Borough Council's application to the Woodland Trust. The native species include Hawthorn, Rowan, Silver Birch, Dogwood, grey Willow, Oak, Hornbeam, Cherry, Hazel, Dogrose, Blackthorn, Field Maple, Crab Apple, Fruiting Apple, Damson, and Viburnum Opulus. To create diversity in the planting the planting included using varying size whips amongst some larger standard trees (6-8cm & 12-14cms).

420 trees have been planted at Digby Park with a similar range of sizes to Gedling Country Park 400 of the trees are from the woodland trust supplied as small whips. The other trees planted there were 6-8cms to 10-12cms. The Baha Church kindly donated 2 larger standards (Cherry and Field Maple) to the planting scheme. These were planted with their assistance just before Christmas and located adjacent to the entrance and the newly formed Green Lung woodland. Marianne White (a keen advocate of Wildlife within the Borough) also donated a Beautiful Autumn Flowering Cherry which has pride of place in a prominent position near to the Baha Church's trees.

In summary at total of 1070 trees have been planted between October and December. The tree trail at Digby Park is also being scheduled to be planted up with specimen trees during the tree planting season (Oct-March).

**Bestwood Country Park** – Trees for Climate, Greenwood Community Forest working in partnership with the Friends of Bestwood, Nottinghamshire County Council and Gedling Borough Council will be creating a new woodland measuring 7 hectares in size. Planting is due to take place in February 2022. This follows extensive consultation with the park stakeholders and the RSPB.

Twice weekly conservation volunteering sessions continue with assistance from Gedling Borough Council Park Ranger and additional sessions are being planned in association with the Project Officer of the 'Major to Minor' Sherwood Forest project.

**Colwick Rectory Recreation Ground Play Area Refurbishment** - Between October and December community consultation has taken place for the play area refurbishment working in partnership with Colwick Parish Council and St John's Primary School. The project is currently out to tender. Once the tender evaluation has taken place a funding application will be submitted to FCC Communities for the refurbishment. The community requirement has identified improved play equipment for age range 3-6 years and additional equipment for older children.

**Allotment Leases Review** - Work has been undertaken to review the current allotment lease agreements which expired in September 2021. A report with recommendations for renewal leases is to be considered by SLT.

**New footpath works at Willow Park, Gedling** - Works have been identified and required to create an extension to the footpath in the park, enabling wheelchairs and pushchairs access and egress throughout the site all year round. The project is subject to a successful funding application for Community Infrastructure Levy funding and expected to cost £25,000. The footpath will allow all users to travel between both accesses at Willow Lane and Jessops Lane.

**Carlton Hill Recreation Ground Memorial Woodland** – Further tree planting has taken place at the memorial woodland at Carlton Hill Recreation Ground. The project organised by The Carlton Hill Community Action Group, who have a team of volunteers enabling the continued tree planting with the assistance from Gedling Borough Council's Parks team.

**Parks and Street Care Awards** - At the annual APSE Benchmarking awards held in Blackpool in December, our Parks and Street Care team were finalists for 'Best Service Performer - Street Cleansing' and 'Best Service Performer - Parks Services'.

### **Conserve, enhance, promote and celebrate our heritage**

**Adoption of the Linby Conservation Area Character Appraisal** – this sets out guidance for the preservation and control of change to ensure the Conservation Area continues to retain its special architectural and historic interest. It will be used to inform the consideration of development proposals within the area and sets out broad planning guidance by which the objectives of preserving and enhancing the unique character and appearance of the Conservation Area can be pursued through the planning process.

### **Promote and protect the environment by minimising pollution and waste and becoming carbon neutral**

**Green Rewards launch** – Gedling Borough Council united with eight other local councils, two universities and creator Jump to launch a Green Rewards scheme to tackle climate crisis. The scheme provides a new Green Rewards app and web platform which means Notts residents can accumulate points and earn the prizes for many activities they do every day at home or out and about that help lower their carbon footprint. It is part of the Universities for Nottingham civic collaboration which aims to improve the way the universities work with each other and their local partners to help change the lives of local people for the better.

Residents can sign up for free at <https://notts.greenrewards.co.uk> or download the Green Rewards app on iOS and Android. In similar fashion to rewards points at retailers, all residents

need to do is log their day to day activities that highlight how they are decreasing the amount of carbon they create, such as:

- Walking to work or school instead of taking the car
- Cycling or using public transport
- Putting your recycling bin out with all the correct recyclables
- Switching off a light or switch at home
- Taking a shower of four minutes or less and many, many more.

Through the Universities for Nottingham initiative partners have pledged to tackle sustainable travel and transport and develop joint programmes to change behaviour, ensuring the lessons learnt are passed on to all in the region. The first collaborative sustainability engagement programme of its kind in the UK, it features the simple carbon-reduction activities that residents can complete. It means Nottinghamshire is the first County in the country to see all its major local authority and education partners collaborate on a climate change reduction project in this way ahead of next month's COP 26, providing an easy to use platform and incentives for all.

**Green Homes Retrofit** - The Gedling Green Homes Retrofit scheme has continued to progress and all 89 target households have now been identified and determined eligible. 7 properties have been passed to the supply chain to commence installs and the remaining are being priced and assessed by the installers. The Government has extended the date for committed installs to June 2022.

**Public Consultation on the draft Climate Management Strategy -**

Gedling Borough Council wishes to adapt its Carbon Management Strategy and action plan to reduce carbon emissions and prevent further climate change. Businesses, Environmental Groups, Charity Organisations, Parish Councils, sector partners and members of the general public were invited to take part in a public consultation that ended on January 4th, 2022.

**Electric Car Charging Points** – Following receipt of additional grants totalling £100,000 from the Office for Zero Emission Vehicles and as part of our plans to reduce carbon emissions and improve air pollution in Gedling, we have installed eight electric charging points in the Carlton Town Centre car park. The bays will be available for use by anyone during the day and local residents will have access to charge their cars overnight, with no parking charge, from 6pm until 8am.



# HEALTHY lifestyles

## Improve health and wellbeing and reduce health inequalities

**Food Clubs** - Netherfield food club continues to provide 30+ food boxes each week for the local community. The alterations have now been made to Killisick Community Centre and the equipment installed, a proposed date for the Food Club to start is Monday 17<sup>th</sup> January, a number of volunteers have been recruited to support the programme in Killisick.

**Community Food Fund** - Gedling Borough Council have been successful in application to the Nottinghamshire County Council Community Food Fund and have been awarded £25,000, for the initiative Re-connecting through food. The Community Food Fund has been established to help address some of the negative impacts of the COVID-19 pandemic on the people of Nottinghamshire. Some or all of the following key priorities should be addressed in order to meet the fund criteria; food poverty; sustainability; community development; nutrition and health.

The project *Reconnecting through food* provides an opportunity for Gedling residents to re-engage in community based activities with food and social eating elements attached to them. The project also enables the existing community groups and organisations to offer a food element to their current timetable of activities.

**Food Safety** - Continued good performance by the food safety team. 96% of businesses in borough 4 or 5 rated for hygiene. 137 food hygiene inspections completed in quarter 3 and 39 new businesses supported following registration. Recent press coverage in Nottingham Post reported on 33 zero or 1 rated businesses Nottinghamshire, only 3 of these were in Gedling Borough. The team are monitoring these businesses and working with them to improve hygiene and achieve compliance, one of the businesses featured in the article is suspected to have closed. <https://www.nottinghampost.com/news/local-news/worst-places-food-hygiene-every-6258188>

**Dementia course** - Support has been provided by GBC to the Radford Care Group to put on a number of support sessions for Dementia Careers starting in February 2022. The sessions will take place at the Arnold Methodist Church and will also provide respite support for those carers that require it.

**Falls prevention application submitted** - A joint proposal for NNE Community Falls Prevention Classes has been submitted to the Principia Fund. If successful it is proposed that there will be weekly falls prevention classes in each of the 3 PCN's in the Gedling area of NNE. The weekly classes will take place in community venues that are accessible and will be led by a qualified and experienced instructor.

**Wellbeing Walks** - The Get Going in Gedling walking scheme has now become affiliated to the Rambler's new Wellbeing Walks programme. There are currently 2 Walks within the scheme (Gedling Country Park and Mapperley). The walks are led by local volunteer walk leaders and run on a weekly basis. The walks attract between 12-20+ walkers each week.

**Health and Wellbeing E-Newsletter** - Two Health and Wellbeing E-newsletters have been circulated during October and December to over 6000 recipients. Content in the Newsletters included the following: Stress awareness day, HAF - Winterfest, One Step at a time, NHS COVID Vaccine Campaign, Arnold Methodist Church Community Kitchen, Support for dementia

carers, Age UK social prescribing link worker role, Netherfield memory Cafe, Killisick Food Club, ABL – Your health Your Way, Gedling Leisure, and Nottinghamshire Crisis Sanctuaries.

**Holiday Activities and Food (HAF) Winterfest** - Following a successful summer programme HAF was delivered again in Gedling over the Christmas School Holidays. The following 7 delivery partners provided activities across the Borough: Next Level Coaching at GBC Leisure sites (Calverton and Carlton), The Bonington Theatre (Arnold), Canoville Coaching (Arnold Hill, Play Football), Mapperley All Stars (Gedling), Positively Empowered Communities (Killisick and Newstead Village), JAPC Ltd (Gedling) and Ravenshead out of school club (Ravenshead). As an additional offer to the programme all activity providers were required to provide a hot food offer. Given the Food hygiene implications of ensuring that hot food is served at the right temperature many of the food providers that supported with packed lunches during the summer were not able to help on this occasion. The majority of the sessions were therefore catered by County Enterprise Foods, with Inn the Bank providing food on a bank holiday when County Enterprise Foods were not available.

**Carlton Insight: Physical Activity Development in Carlton** - Following on from the Community Conversation, several face to face conversations have taken place with Jigsaws Homes tenants from Foxhill Court, Rushcliffe Court and Orchard Court and further one to one conversations have taken place with local organisations and key contacts. Further conversation will take place in the New Year, it is hoped that many of these will be face to face but this will depend on the Covid restrictions in place.

### **Support physically active lifestyles**

**Record numbers for swimming lessons in the borough** - Over 3,000 people are taking part in swimming lessons across Gedling Borough Council leisure centres, the highest number of participants since the centres opened. Over half of the swimmers are using Arnold Leisure Centre for lessons, which is seeing its highest membership in its 40 year history. More than 1,500 babies, young children and adults are taking part in lessons ranging from basic water safety awareness to competitive swimming.

Swimming lessons are an essential part of a child's development as it teaches them important skills around water safety and drowning prevention, while also keeping them active. A wide range of lessons for all ages and abilities are being offered at the three leisure sites, Arnold, Carlton Forum and Calverton. The lessons start at the earliest stages with baby and toddler sessions, junior and programmes for people with disabilities right up to adult lessons and private lessons.

The Gedling Swim Stars programme helps children aged 4 and above to progress with their swimming skills through various stages while achieving Swim England badges at each stage. Children who take part in the Gedling Swim Stars programme from stage 3 upwards will be celebrated at a special swimming gala at Arnold Leisure Centre this month.

**Outreach Fitness Assessment Events** - Gedling Borough Council in partnership with Boditrax and A Better Life carried out drop in fitness assessment service in the Netherfield and Carlton areas. In total, the team carried out 60 individual Boditrax assessments over two separate days. The assessments were carried out with social distancing measures in place and their aim was to encourage local residents to have a health check and to promote that the council's gyms are now reopen and available to use.

Boditrax is a safe, medical device that tells a person how much muscle, fat, bone and water content their body has, as well as how many calories a body needs and other key information

such as BMI which looks at if a person is a healthy weight for their age and height. Following the assessment, residents were given the opportunity to talk to leisure staff and also a representative from the Nottinghamshire wellbeing service “A Better Life” about putting steps in place to improve their health and well-being.

Residents who are members of the council's gym can access Boditrax assessments as part of their membership. The Boditrax assessments are available at Redhill and Carlton Forum Leisure Centres. More information about these assessments and gym memberships can be found at [www.gedling.gov.uk/leisure](http://www.gedling.gov.uk/leisure)

**Swimming Lesson Gala** - Arnold LC hosted the second Gedling Swim Stars fun gala on the run up to Christmas. 85 children on the boroughs learn to swim scheme took part over the 2 days, with medals handed out by the Mayor. One parent said *“James was so excited to take part in such a grown up event. He thoroughly enjoyed it. Thank you to all the staff who made the session so much fun”*

**Pool Maintenance at Calverton and Carlton Forum Leisure Centres** - Carlton Forum and Calverton pools underwent essential maintenance during the Christmas period, which involved replacing the media and cleaning the filter. These works ensure that for the long term future, contaminants are efficiently and effectively removed from the pool water system thus in turn allowing the pool water to be of the best possible quality for our users. Having new media also ensures that there is good pool water circulation and this helps to save energy costs as the pool water pumps do not have to work as hard to circulate the water. Other benefits of the new glass media include reduced water usage as backwashing will need to be conducted less frequently than it was previously and a longer life span of the filter media.

**Bonington Theatre Lift** - The ageing lift at the Bonington Theatre has been fully refurbished and has been available for public use from December. This specialised project took time, as the lift contains many of the original components from when it was first installed in 1981. This included many parts being specifically sourced, rather than being obtained ‘off the shelf’.

### **Reduce levels of loneliness and isolation**

**Community Engagement Groups** continue to flourish, providing opportunities for local community champions to collaborate with delivery partners to identify and address gaps in local services close to them. The Community Partnerships Manager delivered a fundraising and bid writing best practice presentation to the November Community Development Forum which was well received. Plans for a ‘packed up’ VCS Funding and Capacity Building toolkit now in train.

**Giving for Gedling ‘Helping Hands Winter community connecting support booklet** - The Winter 21/22 ‘Giving For Gedling Helping Hands booklet, produced in collaboration with community hubs and partners, offered information and elderly inclusive access to a wide range of community based health and wellbeing, social and other support. The booklet was distributed to a wide range of public outlets pre-Christmas 2021, including libraries, GP Surgeries, post offices, supermarkets, community hubs and centres and at Christmas events.

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## **Report to Overview and Scrutiny Committee**

**Subject:** Scrutiny work programme

**Date:** 7 March 2022

**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) Notes the information in the “follow up” section of the report; and
- 2) Identifies any further areas for examination in the 2021/22 work programme
- 3) Suggest ideas for examination for the 2022/23 work programme

### **2 Follow up from previous meetings**

Draft waste policy - the draft waste and recycling report was reviewed at Cabinet on 27 January and agreement was given for a public consultation to happen shortly.

### **3 Work programme**

A draft skeleton programme was discussed at the previous meeting and has been updated and attached as appendix 1.

As discussed at the last meeting, there will be future examination of the following areas and this will be scheduled after Christmas:

- Potential working group on health care, specifically what impact Gedling could have on health services
- Procurement strategy
- Potential working group on carbon reduction strategy

The programme of portfolio holder attendance will continue, as will other standing items such as performance, and members are invited to put forward any additional ideas for inclusion in the work programme.

To aid the committee, a copy of cabinet portfolios are attached at appendix 2.

#### **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 – Draft work programme

Appendix 2 – Cabinet portfolios

<b>Overview and Scrutiny Committee work programme 2021/22</b>					
	<b>Programme of portfolio holding to account</b>	<b>Performance review</b>	<b>Reports/items at committee</b>	<b>Current reviews</b>	<b>Responses to scrutiny reviews</b>
<b>5 July</b>	<b>Cllrs Clarke and Payne</b>	<b>Risk Register</b>		<b>Domestic Abuse Final Report</b>	<b>Econ Dev update Flooding Response</b>
<b>6 September</b>	<b>Cllr Barnes (Confirmed)</b>	<b>Quarter 4 Performance</b>		<b>Waste Policy Final Report</b>	
<b>8 November</b>	<b>Cllr D Ellis (Confirmed)</b>	<b>Quarter 2 Performance</b>	<b>Scrutiny of Crime and Disorder Partnership</b>		
<b>17 January</b>	<b>Cancelled</b>				
<b>19 March</b>	<b>Cllr J Hollingsworth (confirmed)</b>	<b>Quarter 3 performance</b>	<b>Draft Waste and Recycling policy</b>	<b>None</b>	<b>None</b>
<b>25 April</b>	<b>Cllr H Wheeler (confirmed)</b>	<b>Quarter 4 performance</b>  <b>Annual report of committee</b>  <b>Risk Register</b>  <b>Traffic regulation orders review</b>	<b>Carbon reduction plan update</b>  <b>Sewerage review report</b>	<b>Review of implementation of domestic abuse report</b>	
<b>Rolling issues</b>			<b>Procurement policy</b>  <b>Complaints</b>		

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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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