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ASHFIELD DISTRICT COUNCIL

Council Offices,
Urban Road,
Kirkby in Ashfield
Nottingham
NG17 8DA

Agenda

Cabinet

Date:	**Thursday, 22nd June, 2017**
Time:	**6.30 pm**
Venue:	**Council Chamber, Council Offices, Urban Road, Kirkby-in-Ashfield**

For any further information please contact:

Alan Maher

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01623 457318

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CABINET

Membership

Chair: Councillor Cheryl Butler

Councillors:

Amanda Brown	Tim Brown
Don Davis	Jackie James
Keir Morrison	Nicolle Ndiweni

FILMING/AUDIO RECORDING NOTICE

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SUMMONS

You are hereby requested to attend a meeting of the Cabinet to be held at the time/place and on the date mentioned above for the purpose of transacting the business set out below.

R. Mitchell
Chief Executive

AGENDA

		Page
1.	**To receive apologies for absence, if any**	
2.	**Declarations of Disclosable Pecuniary or Personal Interests and Non-Disclosable Pecuniary / Other Interests**	
3.	**Minutes**	5 - 10
4.	**Local Government Association (LGA) Peer Challenge Report and Updated Corporate Plan** **Key Decision included in the Forward Plan of Executive Decisions** **Portfolio Holder: Cllr Cheryl Butler**	11 - 66
5.	**Place and Corporate Score Cards - Year End 2016/17 Position** **Decision included in the Forward Plan of Executive Decisions** **Portfolio Holder: Cllr Cheryl Butler**	67 - 104
6.	**Corporate Risk - Year End 2016/17 Position** **Decision included in the Forward Plan of Executive Decisions** **Portfolio Holder: Cllr Cheryl Butler**	105 - 144
7.	**Leisure Transformation Programme - Replacement Leisure Centre in Kirkby-in-Ashfield** **Key Decision included in the Forward Plan of Executive Decisions** **Portfolio Holder: Cllr Amanda Brown**	145 - 156
8.	**Adoption of Locality Plans** **Key Decision included in the Forward Plan of Executive Decisions** **Portfolio Holder: Cllr Nicolle Ndiweni**	157 - 160

Exempt Information

A Member of Cabinet is asked to move:-

“That in accordance with the provisions of Section 100A of the Local Government Act 1972, the press and public be now excluded from the meeting during the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act in respect of which the Proper Officer considers the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

9.	**Write-off of amounts over £5,000 for Non-Domestic Rates, Council Tax and Overpaid Housing Benefit** **Key and Exempt Decision included in the Forward Plan of Executive Decisions** **Portfolio Holder: Cllr Jackie James**	161 - 166

CABINET

Meeting held in the Council Chamber, Council Offices, Urban Road, Kirkby-in-Ashfield,

on Thursday, 23rd March, 2017 at 6.30 pm

Present: Councillor Cheryl Butler in the Chair;

Councillors Jim Aspinall, Tim Brown, Don Davis, Jackie James and Keir Morrison.

Apologies for Absence: Councillors Nicolle Ndiweni.

Officers Present: Craig Bonar, Edd deCoverly, Ruth Dennis, David Greenwood, Alan Maher, Robert Mitchell and Carys Turner-Jones.

In Attendance: Councillor David Griffiths and Councillor Paul Roberts.

CA.87 Minute's Silence

Cabinet observed a minute's silence as a mark of respect following the murder of PC Keith Palmer and the serious injury of others in the same terrorist incident, on Wednesday 22 March 2017.

CA.88 Declarations of Disclosable Pecuniary and Non Disclosable Pecuniary / Other Interests

No Declarations of Interest were received.

CA.89 To receive and approve as a correct record the minutes of the Cabinet meetings held on 20 February 2017 and 27 February 2017

The minutes of the meetings held on Monday 20 February 2017 and Monday 27 February 2017 were approved as a correct record.

CA.90 Corporate Leadership Restructure

The Deputy Chief Executive (Resources), Assistant Chief Executive (Governance), Service Director – Corporate Services and Transformation and Service Director - Place and Communities, left the meeting for this item.

The report to Cabinet set out proposals for restructuring the Corporate Leadership Team. Members were told that under these proposals, the team would consist of the Chief Executive and four Directors. Three of these posts

would be substantively the same as the existing Service Directors. As a consequence, the current post holders would assimilate to them. The fourth Director would combine the responsibilities of the Deputy Chief Executive (Resources) and Service Director – Corporate Services and Transformation. Neither of the existing post holders would automatically assimilate to the new post.

Cabinet discussed the report. Members expressed their thanks to the existing Leadership Team, which had performed well and risen to the challenges facing the Council. However, they reluctantly accepted that the change would be required in order to help achieve the £1M savings target for the 2017-18 financial year. In this context, they were told that the proposed restructure would save £158k per annum. Cabinet welcomed the greater than expected savings.

During the discussion, Members were assured that the new arrangements would enable senior management to work effectively. Their areas of responsibility would be grouped together appropriately, which would enable the benefits of synergy between the different service areas to be achieved. Similarly, by carrying out the restructure now, the new arrangements would help to ensure stability within the Leadership Team and provide opportunities for others to become involved in senior management tasks.

In this context, Members were told that more use would be made of the skills and expertise of Third Tier Officers. This would help to increase the overall management capacity of the organisation, especially when progressing changes to how the Council works.

At the conclusion of the discussion Cabinet endorsed the restructure of the Corporate Leadership Team and welcomed the prospect that it offered for on-going stability within the Leadership Team. Cabinet also made it clear that it hoped the restructure would help to release the potential of Third Tier Officers within the organisation and in particular that they could play a more prominent role. Members noted that a review of Third Tier Officer posts would take place later in the year, which they thought could facilitate this.

RESOLVED

a) That Cabinet approves and recommends to the Chief Officers Employment Committee the revised employee structure as shown in Appendix 1 and detailed in the report;
b) That Cabinet authorises the Chief Executive in consultation with the Leader of the Council to implement the revised structure, subject to approval by the Chief Officers Employment Committee;
c) That Cabinet authorises the Chief Executive in consultation with the Leader of the Council to undertake the necessary Human Resources actions required to implement the revised structure, subject to approval by the Chief Officers Employment Committee.

Reasons
The proposed new structure reduces the number of posts to four, each reporting to the Chief Executive, enabling an annual financial saving of £158k to be achieved.

CA.91 Commercial Property Investment Strategy

Cabinet was next asked to endorse the Commercial Property Investment Strategy. In particular, Members were asked to agree that a £10M fund be established, to purchase commercial properties. These properties would then be leased-out to tenants. In this way they would provide both ongoing rental income and potentially significant financial gains to the Council when they were eventually sold.

The report explained that other local authorities had successfully built up similar investment portfolios. It further explained that when the idea had been put forward as part of the Council's recent budget consultation exercise, 57% of the respondents had supported the idea.

Members discussed the report. There was a consensus that building up a portfolio of commercial properties would make a valuable contribution to reducing the expected budget shortfalls highlighted in the Medium Term Financial Strategy and so help to protect front line services to the local community. Cabinet emphasised that any investment decisions made by the Council should be both ethical and judicious. Members believed that investments ought to be based clearly on the prospects for achieving a good financial return. For this reason they recognised that investment opportunities should be sought from across the country and not just restricted to Ashfield.

At the conclusion of the discussion Cabinet made it clear that the Council should explore the scope for increasing still further the size of this Commercial Property Investment Portfolio, if the strategy proves to be successful and suitable investment opportunities become available.

RESOLVED

a) That Cabinet approves and agrees to implement the Commercial Property Investment Strategy, as set out in the report;

b) Cabinet agrees that Council should create a ring-fenced investment fund of £10M to invest in property investments that have been evaluated to provide a suitable rental return on the capital investment;

c) That Cabinet recommends to Council the creation of an investment fund of £10M in addition to the Capital Programme;

d) That Cabinet approves the proposed governance arrangements for implementing this strategy.

Reasons
The purchase of commercial property will enable the Council to invest capital to enable it to receive a revenue income from the rent received, whilst still retaining the freehold interest of the property, which it is anticipated will grow in value over time.

CA.92 The Council's Treasury Management Strategy

The report to Cabinet set out the revised Treasury Management Strategy. Members were reminded that the Council is required by law to produce a Treasury Management Strategy in order to explain how it is going to manage the amount it borrows and invests, and how any risks from this borrowing or investment will be mitigated.

Cabinet was told that the revised Strategy would enable the £10M Commercial Property Investment Fund to be established. Members heard that this would involve changes to the Minimum Revenue Provision policy, so that the capital costs for these properties could be met out of the expected increase in their values, rather than have to be paid back incrementally along with any interest payments.

Members discussed the Treasury Management Strategy and the role that it would play in enabling the Council to operate in a commercial way. Cabinet felt that the Strategy recognised how important it was for the Council to do this, while at the same time making sure that the Authority remains financially safe. In this context, Members welcomed the role which the Prudential Indicators would play in ensuring that the amount which the Council borrowed remained within sustainable limits.

RESOLVED

a) That Cabinet recommends to Council that any capital receipts from assets where Option 4 Depreciation Method for Minimum Revenue Provision is used should be earmarked for the repayment of debt liability;

b) That Cabinet recommends the Treasury Management Strategy Statement as set out in Section 4 of the report to Council for approval;

c) That Cabinet recommends the Prudential Indicators, as set out in Section 5 of the report to Council for approval.

Reasons
The Treasury Management Strategy Statement recommendations will allow for effective Treasury Management operations within the Authority and the Prudential Indicator ratios offer a benchmark by which any future capital expenditure decisions should be made.

CA.93 Proposed Purchase of Hucknall Properties

Cabinet heard that it had not been possible to proceed with this item at the moment and that as a consequence the report had been withdrawn.

The meeting closed at 7.10 pm

Chair.

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Ashfield
DISTRICT COUNCIL

Report To:	CABINET	**Date:**	22 JUNE 2017
Heading:	LGA PEER CHALLENGE REPORT AND UPDATED CORPORATE PLAN		
Portfolio Holder:	CLLR CHERYL BUTLER – LEADER OF THE COUNCIL		
Ward/s:	ALL		
Key Decision:	Yes		
Subject To Call-In:	Yes		

Purpose Of Report

To seek Cabinet sign off for the LGA Peer Challenge Report and updated Corporate Plan

Recommendation(s)

1. **That Cabinet endorses the findings of the Local Government Association Peer Challenge (contained in the attached report)**
2. **That Cabinet approve the actions arising from the LGA Peer Challenge report as detailed in this report**
3. **That Cabinet asks the Overview and Scrutiny Committee to monitor the implementation of the actions during the municipal year 2017/18**
4. **That Cabinet approve the updates made to the Corporate Plan (as attached) and delegate to the Chief Executive in consultation with the Leader minor changes prior to publication**

Reasons For Recommendation(s)

The Peer Challenge Review undertaken by the Local Government Association in March 2017 is designed to support Councils and is part of a sector led improvement programme. There is an expectation from the LGA and government that the findings will be used to support improvements. It was therefore determined at the outset of the review that the results would be presented to Cabinet to ensure transparency and to sanction any actions arising from the report.

Alternative Options Considered (With Reasons Why Not Adopted)

The Cabinet could opt not to endorse the LGA Peer Challenge Report or determine other actions arising from it. Not to endorse the report would undermine the process and wider sector led improvement programme and furthermore there is no basis for doing so. In regards to the actions identified these stem directly from the report findings.

Detailed Information

In 2015 the new Council Administration adopted a revised Corporate Plan and directed the new Chief Executive to deliver significant change to the organisation in terms of its culture and operational delivery. Key objectives included;

- An urgent drive to increase income to offset the reduction in government grants
- A more proactive and positive culture
- A more influential and partnership focused Council
- An improved operational grip particularly on projects
- A focus on Ashfield as a place and a focus on economic development
- A longer term approach to modernisation and technology supporting improvements to customers.

As part of the changes brought in over the last two years the Council has adopted a revised approach to performance management and this included a commitment to undertake a LGA Peer Challenge process to provide external and objective assessment of the Council's progress. In particular the Council wished to assess progress against the previous LGA Peer Challenge in 2013 which highlighted a number of problems and associated improvements that the Council needed to make.

The findings from the 2017 Peer Challenge Review are very positive for the Council and show a significant improvement in Leadership and culture. The review also demonstrates that the Council is more focused on the needs of its communities and has a strong and growing reputation with its partners as a good organisation to work with. The report also highlights areas of development and improvement which the Council will follow up through an action plan.

The Peer Challenge Process

The Peer Team was made up of:

- **David Marchant,** Chief Executive (Castle Point Borough Council)
- **Councillor David Ellesmere,** Leader (Ipswich Borough Council)
- **Donna Parham,** Assistant Director of Finance and Corporate Services (South Somerset District Council)
- **Kirsten Burnett,** Head of HR (Hyndburn Borough Council)
- **Satvinder Rana -** Programme Manager (LGA)

The Peer Team considered the following five questions which are looked at by all Peer Challenges:

1. *Understanding of the local place and priority setting:* Does the council understand its local context and place and use that to inform a clear vision and set of priorities?

2. *Leadership of Place:* Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

3. *Organisational leadership and governance:* Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

4. *Financial planning and viability:* Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

5. *Capacity to deliver:* Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

The Council also specifically asked the Peer Team to comment on the Council's Commercialism, Transformation and Customer Services agendas.

The Peer Team spent 3 days at the Council speaking to more than 55 people which included Council staff, Councillors, external partners and stakeholders as well as reviewing extensive documentation and information.

The full report written by the LGA Peer Challenge Team is attached at appendix 1, a copy of the Executive Summary is shown below.

1. Executive Summary

Ashfield District Council is an ambitious and enterprising council with a good understanding and awareness of the opportunities and challenges the place brings. These are clearly articulated by the council in its corporate plan and are backed up with a range of initiatives and programmes to deliver good quality services through a more efficient and effective council organisation. The council has identified five key themes and these have been communicated well among staff, partners and the local community. There is very good engagement by members in providing political leadership and developing productive relationships with sub regional partners. The council is now trying to develop and promote the identity of Ashfield as a place through the 'Ashfield Story'.

There has been a step change in the political and managerial leadership of the organisation which has led to the council becoming a more confident organisation. There is good understanding of the nature and scale of the challenges the council faces and the leadership team has grasped these in a positive way. There are good trusting relations between senior members and staff and there is clarity of understanding of member and officer roles and responsibilities.

The council has put in place effective internal and external communication mechanisms which are leading to positive perceptions of the council as an employer and partner. It is seen as a good place to work and a trusting partner to do business with. The council is outward-looking, it connects with its partners and is well respected by them. This was a regular feature of the conversations the peer team had with the range of external partners. They regard Ashfield DC as a good place and a different place to what it used to be in the past.

The council recognises the need for further change and has an ambitious programme to deliver for the needs of Ashfield residents. It has the ability to recognise that change is really important and has a great opportunity now to do things differently.

Like most of the local government family the council is under financial pressures and needs to ensure it stays ahead of the curve in managing these. Ashfield DC is facing a £3.8m gap in its budget over the next five years. Nevertheless, it has a real understanding of the need to fill this gap and is taking steps to do so. It now needs to ensure that its strategies for dealing with the financial pressures are reflected in its long-term plans and that these are communicated widely.

The key strategic direction of the council is to become a smaller and more commercial organisation with a clear focus on the delivery of good quality, value for money services. It has put in place an ambitious programme to enable it to make that change. Given this ambitious programme, the council needs to be cautious about tackling these issues on a broad front and should prioritise a few areas which will lead to the greatest outcomes for the local community. This will ensure that capacity is developed and deployed in a coordinated and smart way.

Key recommendations

In moving forward our key recommendations are:

1) Review the corporate plan annually to identify a small number of key priorities for the year. These priorities should be performance managed and progress reported to cabinet regularly.

2) Grasp the new strategic opportunities that are before the council which could lead to great outcomes for Ashfield's communities. Partnership working and maintaining excellent relationships with stakeholders across the region and sub-region will be critical to this.

3) Agree which of the new initiatives are going to deliver the best outcomes and savings for the council and prioritise accordingly. These priorities should have robust business/delivery plans, savings targets and governance structures backing them up and they should then be communicated widely.

4) Concentrate the new initiatives (i.e. commercialisation, transformation and customer services) into a single Ashfield Business Model. This will help to crystallise your ambitions and present a uniform strategy rather than three discrete programmes.

5) Agree financial targets for the six key savings streams. These should then be included in the Medium Term Financial Strategy (MTFS) and performance managed.

6) Combine MTFS, Budget and the Capital Programme into one combined comprehensive MTFP. This will help in managing and communicating a clear and consistent picture of the financial state of the organisation.

7) Consider how to create greater involvement of opposition members in more strategic scrutiny reviews. This could involve developing a more ambitious scrutiny programme and conducting scrutiny through commissions and deep-dives around key work programme areas and strategic priorities.

8) Facilitate member involvement in designing an Induction programme for Councillors. This will help to ensure that all new members are quickly inducted into the culture of the organisation and are familiar with the aspirations of the council, as well as their roles and responsibilities within it.

9) Instigate an early review of project management, performance management and Area Committees. There is potential here to release member and officer capacity and deploy it more productively across the organisation.

In addition to the executive summary and recommendations set out above, the following comments by the Peer Challenge Team are worthy of note and recognition by the Council:

Pleasingly, there was a clear recognition that Member and Officer relationships had improved since the review carried out in 2013. The Peer Team believes that political and managerial leadership is strong and visible and that the relationships with its partners and external stakeholders are both strong and constructive. The political and managerial leadership is supported by good governance and decision making arrangements across the Council. The

Peer Team was very impressed with the quality of staff they met finding them motivated and enthusiastic about the future and potential new ways of working. Further, the Peer Team specifically commented that:

"There is now much better and improved member and officer relationship, trust and cross party communication in the council. This is a good indicator of the health of the organisation and represents a clear shift from where the council was a few years ago to where it is now… The improvements in member and officer relationships are highly valued by staff who appreciate that they have less distraction than previously and feel that Cabinet gives clearer directions, makes decisions and sees them through." (Pages 7 and 11).

The Peer Team made a further recommendation in respect of the Members' Complaints process suggesting that this is reviewed because *"[t]here are still some 'politically motivated' complaints which are diverting energy and resources into dealing with them… The complaints procedure needs to be proportionate and should be used to address the most pressing concerns." (Page 7)*

There was recognition that communication channels across the Council had improved, for instance, by introducing the Cross Party Update Group, and recommended that the Council continues with this and other communications channels. The Peer Team also commented that *"[t]he changes to access arrangements for members have been positive … and should continue…"* (page 8).

Finally, the Challenge Team, recognised the views of Members and recommended a review of the Council's community engagement processes noting that *"[t]here is a general consensus that Area Committees are not effective and that they consume high levels of resources. This model of community engagement is no longer working and we came across a real appetite among members to review this model and replace it with something that is more engaging, less resource intensive and one that reaches out to all sections of the local population."* (page 8)

In response to the report and the recommendations the Council is responding through the following activity.

LGA recommendation or advice	**Council response**
LGA Recommendation 1	The Corporate Plan has been reviewed and updated with priorities identified (see attached)
LGA Recommendation 2	a) The Council will maintain its momentum on the Place Leadership agenda developing a local Place Leadership Board focused on businesses b) Invest senior officer and Member time in key partnership meetings c) Articulate key priorities for the District to external partners
LGA Recommendation 3	The reviewed corporate plan identifies key priorities
LGA Recommendation 4	A process to set out a single transformation vision for the future of the Council is underway. The delivery of this vision will be through a set of existing work strands such as the Commercial Enterprise and Technology Strategies

LGA Recommendation 5	The Council's next MTFS will provide targets where prudent to set them for the strands of our savings strategy where prudent to do so. Targets for the Commercial and Asset strands are already in development
LGA Recommendation 6	The Council will review the way in which it presents financial reports with a view to moving towards a combined report which sets out the budget, MTFS and capital programme
LGA Recommendation 7	A review of the Scrutiny function is needed to ensure that we are making the most of the value it can add. In the meantime the workplan should be aligned better with the corporate plan
LGA Recommendation 8	A revised Member induction programme and training for existing members will also be considered. The next large intake of new Councillors is not until the 2019 election
LGA Recommendation 9	The Council is reviewing its approach to engagement and feedback from Members suggests that a move away from Area Committees to other forms of engagement is required
Advice regarding communication channels and Member access arrangements	Adopt the advice of the Challenge Team, continuing to develop communication channels such as the Cross Party Update Group, members briefings and retain existing access arrangements for Members.
Advice that the Member Code of Conduct Complaints Process be reviewed	A review of the Member Complaints Process by the Standards and Personnel Appeals Committee to address politically motivated and trivial complaints.

Implications

Corporate Plan:

A revised Corporate plan is attached for endorsement and aligns with the contents of this report and the findings of the Peer Challenge

Legal:

Constitutional issues are set out in the body of the report. Specific recommendations may involve legal issues as part of their development and implementation and these will be considered as part of the development/review process.

Finance:

This report is effective from 22/06/2017 and has no direct financial implications:

Budget Area	Implication
General Fund – Revenue Budget	None
General Fund – Capital Programme	None
Housing Revenue Account – Revenue Budget	None
Housing Revenue Account – Capital Programme	None

Human Resources / Equality and Diversity:

There are no implications arising directly from this report

Other Implications:
There are no other implications arising directly from this report

Reason(s) for Urgency (if applicable):

Not applicable

Exempt Report:

Not applicable

Background Papers

None

Report Author and Contact Officer

Rob Mitchell
CHIEF EXECUTIVE

Corporate Peer Challenge

Ashfield District Council

Dates: 15th – 17th March 2017

Feedback Report

1. Executive Summary

Ashfield District Council is an ambitious and enterprising council with a good understanding and awareness of the opportunities and challenges the place brings. These are clearly articulated by the council in its corporate plan and are backed up with a range of initiatives and programmes to deliver good quality services through a more efficient and effective council organisation. The council has identified five key themes and these have been communicated well among staff, partners and the local community. There is very good engagement by members in providing political leadership and developing productive relationships with sub regional partners. The council is now trying to develop and promote the identity of Ashfield as a place through the 'Ashfield Story'.

There has been a step change in the political and managerial leadership of the organisation which has led to the council becoming a more confident organisation. There is good understanding of the nature and scale of the challenges the council faces and the leadership team has grasped these in a positive way. There are good trusting relations between senior members and staff and there is clarity of understanding of member and officer roles and responsibilities.

The council has put in place effective internal and external communication mechanisms which are leading to positive perceptions of the council as an employer and partner. It is seen as a good place to work and a trusting partner to do business with. The council is outward-looking, it connects with its partners and is well respected by them. This was a regular feature of the conversations the peer team had with the range of external partners. They regard Ashfield DC as a good place and a different place to what it used to be in the past.

The council recognises the need for further change and has an ambitious programme to deliver for the needs of Ashfield residents. It has the ability to recognise that change is really important and has a great opportunity now to do things differently.

Like most of the local government family the council is under financial pressures and needs to ensure it stays ahead of the curve in managing these. Ashfield DC is facing a £3.8m gap in its budget over the next five years. Nevertheless, it has a real understanding of the need to fill this gap and is taking steps to do so. It now needs to ensure that its strategies for dealing with the financial pressures are reflected in its long-term plans and that these are communicated widely.

The key strategic direction of the council is to become a smaller and more commercial organisation with a clear focus on the delivery of good quality, value for money services. It has put in place an ambitious programme to enable it to make that change. Given this ambitious programme, the council needs to be cautious about tackling these issues on a broad front and should prioritise a few areas which will lead to the greatest outcomes for the local community. This will ensure that capacity is developed and deployed in a coordinated and smart way.

Key recommendations

In moving forward our key recommendations are:

1) *Review the corporate plan annually to identify a small number of key priorities for the year.* These priorities should be performance managed and progress reported to cabinet regularly.

2) *Grasp the new strategic opportunities that are before the council which could lead to great outcomes for Ashfield's communities.* Partnership working and maintaining excellent relationships with stakeholders across the region and sub-region will be critical to this.

3) *Agree which of the new initiatives are going to deliver the best outcomes and savings for the council and prioritise accordingly.* These priorities should have robust business/delivery plans, savings targets and governance structures backing them up and they should then be communicated widely.

4) *Concentrate the new initiatives (i.e. commercialisation, transformation and customer services) into a single Ashfield Business Model.* This will help to crystallise your ambitions and present a uniform strategy rather than three discrete programmes.

5) *Agree financial targets for the six key savings streams.* These should then be included in the Medium Term Financial Strategy (MTFS) and performance managed.

6) *Combine MTFS, Budget and the Capital Programme into one combined comprehensive MTFP.* This will help in managing and communicating a clear and consistent picture of the financial state of the organisation.

7) *Consider how to create greater involvement of opposition members in more strategic scrutiny reviews.* This could involve developing a more ambitious scrutiny programme and conducting scrutiny through commissions and deep-dives around key work programme areas and strategic priorities.

8) *Facilitate member involvement in designing an Induction programme for Councillors.* This will help to ensure that all new members are quickly inducted into the culture of the organisation and are familiar with the aspirations of the council, as well as their roles and responsibilities within it.

9) *Instigate an early review of project management, performance management and Area Committees.* There is potential here to release member and officer capacity and deploy it more productively across the organisation.

2. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Ashfield District Council were:

- **David Marchant,** Chief Executive (Castle Point Borough Council)
- **Councillor David Ellesmere,** Leader (Ipswich Borough Council)
- **Donna Parham,** Assistant Director of Finance and Corporate Services (South Somerset District Council)
- **Kirsten Burnett,** Head of HR (Hyndburn Borough Council)
- **Satvinder Rana -** Programme Manager (LGA)

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges. These are the areas we believe are critical to councils' performance and improvement:

1. *Understanding of the local place and priority setting:* Does the council understand its local context and place and use that to inform a clear vision and set of priorities?

2. *Leadership of Place:* Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

3. *Organisational leadership and governance:* Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

4. *Financial planning and viability:* Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

5. *Capacity to deliver:* Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, you asked the peer team to comment on and provide feedback on the council's 'Commercialisation', 'Transformation' and 'Customer Services' agendas.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement-focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent 3 days onsite at Ashfield District Council, during which they:

- Spoke to more than 55 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 28 meetings and additional research and reading.
- Collectively spent more than 300 hours to determine their findings – the equivalent of one person spending more than 8 weeks in Ashfield District Council.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (15th - 17th March 2017). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

3. Feedback

3.1 Understanding of the local place and priority setting

The council has a clear picture and understanding of what it is trying to achieve. There is good awareness among members and officers about the needs of the local community and an understanding of what needs to be done to address them. There is good analysis about the community and about Ashfield as a place. This has been developed through local Place Surveys, data collection and community consultation and engagement exercises. The council's key community and spatial strategies have been built on the evidence and data that it has collected.

There is recognition of the opportunities and the challenges the district presents. The location of the place and the strategic assets it has in terms of motorway connectivity, open spaces and the planned High Speed Two (HS2) line which will cut through the district all provide opportunities for the council. There is high level recognition about the need to exploit these. There is also recognition of the challenges the local community faces in terms of poverty, a low skills base and a low wage economy. The council is now having meaningful conversations with partners on how to deal with these.

The corporate plan articulates these opportunities and challenges well and communicates the key messages in a clear and concise way which helps staff and partners to understand what it is that the council wants to achieve and how it wishes to take things forward. The corporate plan sets out the council's ambitions around five strategic themes which reflect the needs of the district and the council as an organisation. The 'golden thread' is visible and staff see the council's vision for Ashfield as a motivator and understand their role in delivering it.

However, the number of activities set out in the corporate plan are broad and wide ranging and there is a danger that the council could lose focus and spread its capacity too thinly. There is a need to bring greater focus on what the main priorities are; and what they will be in the future. We would therefore recommend that the council should break down its programme of activities into annual priorities for delivery, with a clear picture of the expected outcomes. This will enable the council to better sequence activities, performance manage them and deploy its capacity more effectively by tackling the things that are most important first.

3.2 Leadership of Place

The council provides effective leadership of place through its elected members and officers. Both political and managerial leadership is strong and visible and it is recognised and valued by the council, its staff and partners. The relationship between senior members and the senior management team, particularly the relationship between the leader and the chief executive, is critical to the success

of any council and Ashfield has this in place now. This strong leadership is encouraging partners to invest their time to work with the council which is unlocking opportunities and will lead to better outcomes.

There are strong and constructive relationships and partnerships with external stakeholders. These can be demonstrated through shared service arrangements and co-location and integration of services. All the partners speak very highly of the council and are keen to do business with it. “They make very good partners” was the consistent message the peer challenge team heard from partners. There are good relationships with neighbouring councils and the shared services partnership with Mansfield DC has survived leadership change in both councils, thereby demonstrating its strength and sustainability. The council is an active regional and sub-regional player and has good engagement with the county Health and Wellbeing Board, the Local Enterprise Partnership (LEP), and the HS2 Strategic Board. It is having productive discussions with partners about the proposed ‘Maid Marian Line’ linking Kirkby to the proposed HS2 station at Totton.

There is a lot more information flow and communication within and out of the council now which is appreciated by all. This is sending out a very powerful message and is helping to build confidence in the organisation internally and externally. We feel the time is right to build on this confidence and exploit the opportunities that are being presented for collaborative working to boost the local economy through the LEP, D2N2 Combined Authority proposals and opportunities emerging from HS2. All these could open up a whole raft of possibilities and the leadership should now take advantage of its new influence to move into this space.

There is now much better and improved member and officer relationship, trust and cross party communication in the council. This is a good indicator of the health of the organisation and represents a clear shift from where the council was a few years ago to where it is now. It should use this as a cursor to move on even more rapidly and start addressing the residual negative perceptions of the council that may still exist to free up political and managerial capacity for constructive use.

There are still some ‘politically motivated’ complaints which are diverting energy and resources into dealing with them. Executive members should demonstrate leadership by setting themselves aside from all these minor issues and devote their time and energy into delivering their ambitions for Ashfield instead. The complaints procedure needs to be proportionate and should be used to address the most pressing concerns.

3.3 Organisational leadership and governance

There is effective political and managerial leadership supported by good governance and decision making arrangements across the council. The peer challenge team came across clear and compelling evidence that the cabinet and

the management team are working very closely and effectively together. They are developing policy jointly and tackling difficult issues around finances in a trusted and cooperative atmosphere, which many people now regard as "safe space". The cabinet and management team's constructive way of working is recognised by staff and partners and they see the council as a much more engaged and outward-focused organisation.

Relationships among cabinet members are also strong and together they are providing effective political leadership to the council – "we share the same political aspirations for Ashfield" was echoed by cabinet members. All members have the opportunity to be engaged in this emerging process, and although not all members may be grasping the opportunity it is good to see that processes are in place to enable them to do so. As the council moves forward in delivering its active and progressive work programme it needs to continue building its communication channels by offering briefings through, for example, the Cross Party Update Group. These types of initiatives are the hallmarks of an open, transparent and confident council.

The changes to access arrangements for members have been positive for the organisation and the view from staff and members generally is that they have worked very well. We think the council should continue with these arrangements, at least for the foreseeable future, even though a small number of members are still finding it difficult adjusting to them. This will ensure that there are proper and professional mechanisms in place to deal with member enquiries in a constructive and timely manner.

Scrutiny appears to be working and coming up with results, but it is not focusing on strategic issues. There is also the question of how the involvement of opposition members in scrutiny can be strengthened. Clearly, as in many local authority areas, there is work to be done on thinking this through. We therefore recommend that support be provided to the scrutiny committee to consider the benefits of further aligning and coordinating its work plan with the corporate plan. This will enable it to scrutinise the delivery and impacts of the priorities of the corporate plan. It can do this by scrutinising work through commissions and deep-dives around key work programme areas, strategic priorities, and critical issues impacting on Ashfield's citizens.

Members were very keen to flag up the need to review the council's community engagement processes. There is a general consensus that Area Committees are not effective and that they consume high levels of resources. This model of community engagement is no longer working and we came across a real appetite among members to review this model and replace it with something that is more engaging, less resource intensive and one that reaches out to all sections of the local population.

When we looked at the governance arrangements for the council's programme themes, we found them to be resource-intensive and overly bureaucratic. We would recommend that these are reviewed as well so that they are appropriate and proportionate to the risks involved. The council is moving at pace from a risk-

averse organisation with a very traditional approach to conducting its business into a very different organisation with a cabinet and management team that is taking control. It is now dealing with risks at a different speed and this requires the organisation to be a lot more nimble and agile. Therefore, it needs to ensure that when members and manager take a decision around risk it is done in a proportionate way.

This means striking a balance between managing risks and taking timely decisions in a confident atmosphere. We think that as trust in relationships develops this should be matched with an increase in delegated powers to officers, thereby allowing members to focus on more strategic issues and leaving the day to day operational matters to officers.

3.4 Financial planning and viability

Local Government has seen major reductions in its funding over the past seven years and there are further significant grant reductions planned to the end of the decade. Ashfield DC, like other local authorities, has had to face this unprecedented situation by making difficult choices and reducing its net costs by £8m. This has been achieved through the use of reserves, organisational efficiencies, shared services and income generation.

Although the council faces no immediate issues with regard to liquidity, total debt or long term liabilities; future changes in core spending however are significant and find the council with limited opportunities from investments and other options. The council's Medium Term Financial Strategy (MTFS) sets out details of the continuing necessity to make savings and in order to maintain healthy reserves the council is forecasting a savings package of £3.8m over the next 5 years.

There is recognition of these financial challenges and the council is taking steps to deal with them. It has already bought the ALMO back in-house, saving £600k in the process; has entered into shared service arrangements with Mansfield DC; and is now developing a Commercial Enterprise Strategy, identifying further efficiency opportunities through Information Technology (IT) development and digital channels, making more efficient use of assets and carrying out service reviews. All these initiatives are encapsulated in the council's 'Commercialisation', 'Transformation' and 'Customer Services' agendas.

However, these programmes represent major organisational change and will require detailed structural and process review, extensive staff and Trade Union consultation, and possibly some reductions in staff numbers through either voluntary or compulsory means. We therefore think that all these programmes need crystallising so that everyone understands what it is that they are trying to achieve, how they will be delivered, by when, and what the impact is likely to be. At present there are lots of initiatives and ideas supporting those programmes, but there is a lack of focus on prioritising and resourcing them. This lack of focus and

prioritisation poses a risk to delivery and the achievement of required savings within the necessary timescales.

The council's MTFS does not currently show the financial targets set against the key initiatives of commercialisation, transformation, property investment, service reviews, etc. We accept there may be an understanding at senior levels of the organisation about what those will be but we did not see them and think they need to be translated into a different form and included in the MTFS. This will ensure that people are clear about which initiatives are likely to be pursued, what they will mean for the organisation and what level of savings are expected to be delivered.

In considering the council's financial position we think there needs to be even greater awareness, monitoring and sharing of the potential impact of future cuts to, for example, New Homes Bonus (NHB), Business Rates, and other central government funding and how these will impact on the finances of the council. These pose a serious risk to the future financial viability of many councils and Ashfield DC should stay on top of this. Of particular concern is that the expected level of business rates estimated for 2019/20 is £1.3million above the 'base line' assessment in the year that business rates are 'reset'.

The council has some ambitious savings plans in place but they need to be closely monitored to mitigate against slippage and double counting. This will ensure savings that have been accounted for are actually delivered and that they are not double counted across the organisation. The peer challenge team feel that more work needs to be done on this so that savings that were agreed each year are actually delivered within that year.

The delivery of savings in 2017/18 and beyond will require robust and focussed management, with clear accountabilities and delivery plans in place. The council therefore has work to do to strengthen this important aspect of its governance. We would recommend that more clarity is provided in the presentation of financial information about the impact of decisions in future years, so that members are clear about how decisions taken now will impact on the council's finances in the future.

3.5 Capacity to deliver

The council is aligning its organisational capacity to enable it to deliver against its strategic objectives. There are new management team arrangements being put in place to address the challenges the council faces. This looks like a positive step leading to a management team that will be smaller, more agile and consisting of enthusiastic, motivated and highly-tuned professionals. Staff and unions appreciate the fact that savings are being made at all levels. Change has been managed well through good communication and engagement and the chief executive has been very active in ensuring this.

The peer challenge team was very impressed with the quality of staff they met. We found them to be motivated and enthusiastic about the future and potential

new ways of working. They spoke very positively about the proposed changes and the planned transformation of the organisation. They wanted to make a contribution to achieving the ambitions of the council. The general feeling among staff was that these were “scary but exciting” times, that they have “come on a great journey in the last few years” and that the council was now a “much nicer place to work”.

There are good building blocks in place around staff development, performance management, employee engagement, communication, and staff wellbeing. Staff were appreciative of the open dialogue that is encouraged and feel they are well briefed about what is happening in the council. They were very appreciative about the effort the chief executive has made to communicate with staff and they welcomed the ‘Art of Brilliance’ sessions and the ‘Learning at Work Week’ as positive developmental interventions.

There are strong constructive relationships with the Trade Unions and they seem to have bought into the ambitious programmes that the council is embarking on. This will be very helpful to the council as it begins delivering those programmes and taking some difficult decisions. Furthermore, joint working arrangements with neighbouring councils and other external partners are working well and this is increasing skills and capacity.

Some good work has been done on managing attendance and wider health and wellbeing and staff spoke of an environment at work where they could thrive. The health and wellbeing initiatives, such as the “Camaraderie Cup” have improved overall employee engagement and brought some fun into the workplace. There are plans to promote more flexible working opportunities. People spoke positively about the new competencies and the focus these helped to place on behaviours at work. These measures have all contributed to a reduction in sickness absence.

The improvements in member and officer relationships are highly valued by staff who appreciate that they have less distraction than previously and feel that Cabinet gives clearer directions, makes decisions and sees them through.

Cross-services conversations have improved and the council’s commercialisation and transformation agenda is facilitating a lot of dialogue across services about the changes that need to take place, particularly at 3rd tier manager level. This is very positive and encouraging, but now needs to be translated into more actual collaborative working on the ground. We would therefore urge the council to continue encouraging these conversations and seek opportunities for more joint and collaborative working which will not only release capacity and resources but will also improve access to services for citizens.

Cabinet and senior management team are leading the move away from a risk-averse culture, but at a pace which is in danger of leaving the rest of the organisation behind. In moving at that pace it is important that everyone understands what is being done and why. We found that the council has built up a lot of enthusiasm across the organisation where staff are motivated to start the process of delivering the necessary changes. We would advise the council to find ways to manage the financial realities so that this new found enthusiasm among

staff is not lost if and when difficult decisions impacting job security need to be taken.

All the key ingredients of a good performance management and staff development system are in place and they seem to be working well. However, we did sense that some of these processes were overly-convoluted and heavily focused on data capturing. Our recommendation is that these processes should be kept under review to ensure they are focused and meaningful and that the council does not simply performance monitor but manages performance. Reducing the scope of the Performance Scorecard to a few key indicators would be a positive step.

The peer challenge team would recommend that as the council moves forward on its ambitions and starts delivering the changes it should, in time, consider taking the opportunity to test its progress against external people management standards. This would provide external validation on the health of the organisation as a good employer and an opportunity for the council to celebrate its successes.

3.6 Other specific focus areas

Commercialisation

The council has done an excellent job of getting the commercialisation ethos out into the organisation. Virtually everyone the peer team spoke to mentioned the ambitions around commercialisation and they understood what it meant. This has enthused a lot of staff and they have bought into it with a positive attitude. Staff feel empowered to contribute to it, to suggest ideas for improvement and make changes. It is evident that this has supported cultural change in the organisation to make it more confident and forward looking.

However, the council is very much at the enabling stage of the process and whilst it has done well so far, it needs to start moving to the delivery stage if it is to achieve the level of financial savings it expects to. In moving forward, it should start building a shared understanding of what this programme is intended to deliver in practical terms and start developing the necessary skills among members and staff. At present people are not sure exactly what the end state will be and there seem to be a number of views on what commercialisation will bring. Currently, it means different things to different people.

In building this common understanding the council should also make sure there is a level of understanding and appreciation of the risks this new agenda creates. People need to be aware that all this may lead to a much contracted organisation, requiring radically different ways of doing things, calling for fresh set of skills and competencies among staff and possibly changes to the terms and conditions for employees.

In addition to building a common understanding, the governance arrangements supporting the delivery of the Commercial Enterprise Strategy needs to be robust

and it needs to have appropriate business cases conducted which clearly spell out what contribution the strategy is anticipated to make towards future savings targets in the MTFS.

Transformation

The council has successfully communicated the message of transformation across the organisation and there is evidence that the transformation journey has begun. For example, some service reviews have been carried out, including a review of Information and Communication Technology (ICT), and analysis of data has been done. But at this point in time it is not clear to people where all this is leading and what the expected outcomes will be.

We heard quite a lot about service reviews that are being carried out. However, we were left with the impression that these were done within discrete services and that there was a danger that changes in one service area might have a negative impact on another service area. We would therefore urge you to give greater consideration to the interdependencies of services in the service reviews process by having, for example, multi-disciplinary teams reviewing services under the leadership of a corporate programme board.

In addition, the council should also develop a clearer understanding of how new technology will be used to deliver the transformation programme and step up the deployment of ICT systems to interact, deliver and manage frontline services (e.g. transactional website and corporate Customer Relationship Management [CRM] system). However, it needs to be mindful of the implications of this on the workforce as well as service users, particularly those who may not have access to new technologies.

There are many other councils where new technologies have been successfully used and we would encourage Ashfield DC to learn from them. The industry is now serving the sector in a more sustainable fashion and many productive partnerships exists that add value and capacity to transformation programmes.

Customer service

This is an area where there was limited evidence available for us to make a comprehensive assessment of progress. Nevertheless, we did see some progress particularly around consolidating front-of-house services and the co-location of the Police, Ashfield Homes and the planned relocation of Department for Works and Pensions (DWP) into the council building .

All these are very positive and starts the process of improving access to public services for service users. However, physical co-location will need to be backed up with shared information and integrated ICT systems in order to improve access to all public services for citizens.

In moving forward, the council should build on this successful model to create a single access model of contact for all council services. This is not to say that there

should only be one single access point, but the council should aim to move to a position where citizens are able to access all services from any of the access points around the district. This will mean developing a corporate CRM system which is linked to all other council access points (e.g. New Cross Multi Agency Teams).

In conclusion, the council has the capacity to deliver its change programmes but it needs to make them more realistic and real. This means prioritising activities, developing business cases, putting in place robust delivery plans, and performance managing them. It also means ensuring that the right capacity is in place and that this capacity is focused in the right places at the right time.

4. Next steps

Immediate next steps

We appreciate you will want to reflect on these findings and suggestions with your senior managerial and political leadership in order to determine how the council wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The Local Government Association (LGA) is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mark Edgell, Principal Adviser, is the main contact between your authority and the LGA. His contact details are: Tel 07747 636 910 and Email mark.edgell@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge. We will endeavour to provide additional information and signposting about the issues we have raised in this report to help inform your ongoing consideration.

Follow up visit

The LGA peer challenge process includes a follow up visit. The purpose of the visit is to help the council assess the impact of the peer challenge and the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the council. Our expectation is that it will occur within the next 12-24 months.

Satvinder Rana
Programme Manager

(On behalf of the peer challenge team)

Ashfield
DISTRICT COUNCIL

Corporate Plan 2016-2019

Refresh 2017-2018

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FOREWORD

This new Corporate Plan sets out an ambitious programme for the Council over the next three years. The scale of our ambition is a measure of our desire to improve the quality of life for residents. It also reflects the challenges facing the Council with reducing government funding and increasing demand for services.

The Council is clear on its purpose and wishes to maintain its valued services and to help shape a better future for the district by working in partnership with other public agencies, residents and local businesses.

We recognise that we need to breathe life into the Corporate Plan and that as a Council we need a positive and proactive culture that is open and transparent. We have therefore set out our values and will be promoting these amongst officers and Councillors.

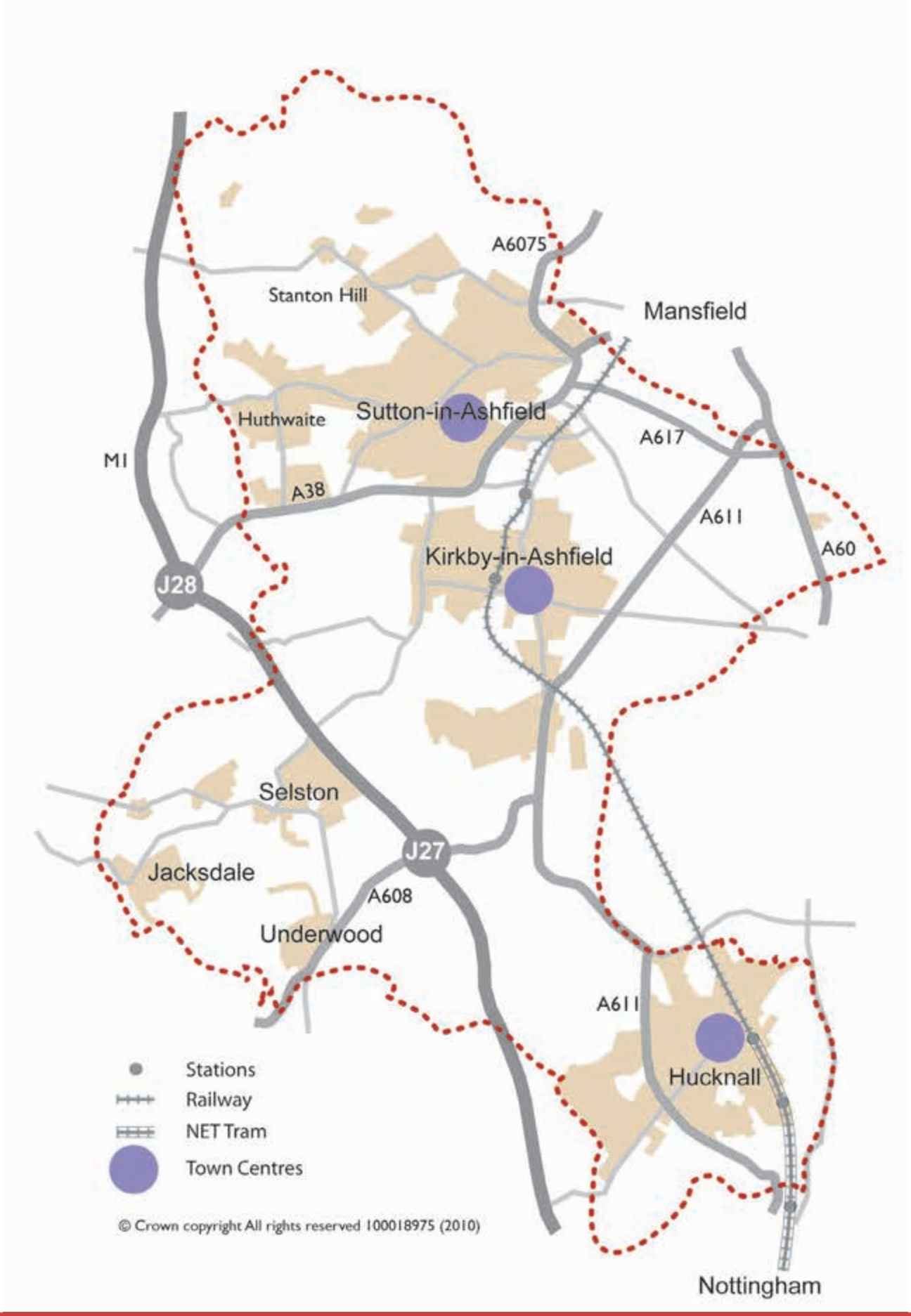
Customer feedback and consultation are important to us and we will seek to consult on key issues that affect residents. In some cases we will need to show leadership and take difficult decisions due to financial or other business considerations.

In meeting the financial challenges we will seek to be more enterprising and commercial and endeavour to offset the loss of government grants by increasing income to the Council through commercial activities. This can then be used to support vital frontline services. Alongside this we will regularly review our services to make sure that they are meeting customer needs and being delivered in an efficient and cost effective way.

A key element of this plan is to focus on the many positive characteristics of Ashfield as a place and to support individuals and communities to achieve a better quality of life.

Rob Mitchell
Chief Executive

Cllr Cheryl Butler
Leader



“Ambitious, innovative, industrious and inspiring.”

THE PLACE

Living in Ashfield

Ashfield is nestled on the edge of beautiful countryside, with three vibrant towns and picturesque rural villages. Renowned for its welcoming, supportive and passionate communities, the area boasts a mix of beautiful countryside, complemented by award winning urban and country parks. There are also some fantastic leisure centres and attractions for visitors. The area has excellent road, rail and transport links and access to a mix of affordable housing, schools, colleges, and shopping centres.

Visiting Ashfield

Rich in natural, cultural and industrial heritage, Ashfield is the home of a number of historical and cultural/literary figures, most notably Lord Byron and his daughter Ada Lovelace, regarded as being the first ever computer programmer. There are miles of traffic free walking and cycling trails to be explored around the district and links into Derbyshire Dales.The area is also rich in sporting heritage, being the home of cricketing legend Harold Larwood.

Working in Ashfield

Ashfield is the ideal business location in the heart of the country, situated on the M1 directly between the cities of Nottingham, Derby and Sheffield. The majority of the country can easily be reached within a three hour drive. There are three rail stations in the district, along the Robin Hood line, connecting with Worksop (to the North) and Nottingham (to the South). The district is also connected by tram services into Nottingham from Hucknall. Phase Two of the high speed rail network (HS2), which will link the West Midlands to Manchester and Leeds, may also bring future rail connection opportunities for the district.

Ashfield has seen significant growth in commercial development activity over the past few years, making it one of the region's leading business locations.

The area's economy is growing successfully, with unemployment in the district reducing significantly faster than county and national averages, from 14.3% in 2013 down to 4.6% in 2016 when the national average was 4.9%. Economic activity is, however, higher than the national average due to the very high proportion of people with long term sickness. The average weekly wage for a full time worker has increase faster than the national average, by 13% since 2010 compared with the national average increase of 7.7%.

Although Ashfield has the highest number of working age benefit claimants, compared with our neighbouring authorities, the numbers are reducing rapidly, from 14,060 in February 2012 to 11,480 in August 2016. Along with Mansfield, the fall in benefit claimants is the greatest amongst our neighbouring authorities (Office of National Statistics).

According to the latest data (2015), the job density for Ashfield has risen to 0.73 per working aged resident. Ashfield also has the greatest number of large enterprises in the area (20) that employs in excess of 250 people and 80 medium sized businesses with between 50 and 250 employees (Office of National Statistics).

THE ORGANISATION

Ashfield District Council is an ambitious and enterprising council committed to maintaining and improving services in challenging financial times. Focused on our residents' needs and a desire to help shape a positive future for our District, we are improving our performance to ensure we provide value for money. The Council is on a positive journey and over the past five years the Council has successfully improved performance year on year.

The Council has faced an unprecedented reduction in its external funding since 2010 and has made budget reductions equivalent to 50% of its current budget, reducing net costs by £8 million.

This has been achieved by becoming more efficient and increasing income, undertaking service reviews, implementing shared services, generating income, making our management leaner and achieving better value for money through procurement. Cumulatively the result is a more modern and less expensive organisation that has prevented reductions in front line services.

The Council's external auditor has praised the quality of our annual accounts, our financial robustness and is satisfied that we have good arrangements for achieving value for money.

Improving the quality of life of Ashfield residents offers a significant challenge for us all and is not one that can be met by the Council on its own and we will be working closely with other agencies to achieve our objectives. Internally we also recognise the need for join up our thinking. For this reason, we have, adopted a robust project management methodology which will underpin the delivery of this Corporate Plan, translating our priorities into a suite of programmes and projects.

Looking to the future the Council will adopt a more enterprising and commercial approach to support additional income generation from a range of sources.

The Council wants to work more closely with public, private and community groups to secure improvements for our residents.

OUR PURPOSE

1. **The Council exists to serve the communities and residents of Ashfield.**
2. **We will provide good quality, value for money services.**
3. **We will act strategically and plan for the future, working with others to bring about sustainable improvements in people's lives.**

OUR VALUES

Enterprising, Ambitious and Innovative

We will be ambitious about Ashfield's future and improve the district and the services we offer, by being more creative, open minded, innovative and commercially focussed. We will plan for the longer term, acting as custodian for future generations.

Community and Customer Focused, Putting People First

We will place residents at the heart of our services and treat everyone fairly, involving people in decisions and asking them to shape their own futures. We will listen and learn, whilst recognising individual needs and designing services around those rather than simply standardising, particularly targeting resources at areas of most need

Positive, Proactive and Successful

We will maximise the use of our resources, working with our partners, integrating services where appropriate, and ensuring effective and efficient delivery of services through prioritisation, project and performance management.

Collaborative

We will work effectively together within the Council as 'One Team', enabling individuals and teams to work across organisational functions, nurturing a culture of mutual trust and respect, accountability and ownership, supported by recognition of such. We will work with other agencies in the public, private and community sectors to deliver services across organisational boundaries in the interests of our residents.

Transparent and Accountable

We will be open and transparent in our decision making. We will be trustworthy, honest and respectful in dealing with our residents and be accountable to them for our actions

Commitment to Residents

- The Council will treat customers with courtesy and respect
- The Council will recognise the needs of different customers and make reasonable adjustments
- The Council will engage with customers and seek their views
- The Council will be transparent and open in its decision making
- The Council will make it easier for customers to contact and access Council services

Commitment to employees

- We value our employees and will recognise their effort and commitment
- The Council commits to treating employees fairly and respectfully
- The Council will engage with and consult with employees and Trade Unions on key issues affecting our organisation
- The Council will maintain its commitment to workforce development and support staff through challenging changes
- The Council will maintain its commitment to workplace health and wellbeing support for all employees

Commitment to Councillors

- We value the democratic role that Councillors have in representing the people of Ashfield.
- The Council recognises that the role of a Councillor is challenging and will support Councillors with training to help them deliver their roles
- The Council will ensure that there is good governance in our democratic processes
- The Council will keep Councillors of all political parties updated on key issues

“Healthy, happy, vibrant.”

OUR PRIORITES

Health and Wellbeing

We recognise that health and wellbeing of our residents is a major contributing factor to ensuring:-

- That Ashfield is a vibrant place to live
- That the local workforce is skilled, productive and employable
- That our residents are healthy and happy

As people live longer and have increasing expectations upon public services, there is a recognised increase in demand for health and social care related provision.

Ashfield has some of the poorest health profiles within Nottinghamshire including life expectancy, mortality caused by cancer and cardiovascular diseases, child poverty and smoking related deaths

We also recognise that the health of people in Ashfield is generally worse than the England average. Deprivation is higher than average and about 27.8% children live in poverty after housing costs are removed (2015). 20.3% of our Year 6 children are classified as obese (2012/13 – 2014/15), above the national average. Life expectancy for both men and women is lower than the England average.

Much as the comparative picture of the health of Ashfield is not positive, trends for life expectancy, adult obesity, and smoking prevalence have improved over recent years.

What have we been doing to support our health and wellbeing aspirations?

Through its strategic leadership role and as a core member of the County Health & Wellbeing Board the Council has been actively working with public services across the district to bring about improvement in identified health needs and priorities for Ashfield. For example, the development of the Ashfield Health & Wellbeing Centre.

We aim to close the health inequalities gap by working with our partners to identify how best to allocate reducing public resources to maximise impact in a targeted way addressing areas of highest need.

The Active Ashfield Healthy Lifestyles Strategy 2013-2017 focuses on the strength of partnership working to deliver known local priorities for increasing the number of people living healthy lifestyles. Particular focus has been on increasing levels of regular physical activity for those who do little or nothing at all, because of their link to obesity, poor nutrition, smoking and cardio-vascular conditions. The health costs of inactivity in Ashfield are at least £1.7 million per year (Sport England). Inactivity is the third biggest killer in the UK, responsible for six percent of total deaths. The Ashfield Healthy Lifestyles Strategy will be refreshed in 2017 for the next five years.

Active Ashfield is a network of local partners working together to provide opportunities for people of all ages and abilities to get involved in sport and physical activity and to lead a healthy lifestyle. The Council play the lead role in the strategic direction of Active Ashfield. The network has a reputation of being the strongest in Nottinghamshire and has been very successful in obtaining funding to deliver events and activities in Ashfield.

The Council recognises that it can directly support the improvement of the health and wellbeing of its residents through its own services and support such as, workplace health, homelessness, quality of housing, affordable warmth, provision of quality parks and leisure facilities, healthy eating advice, inspection of food premises and community safety. Also, working with health providers to understand the type of health facilities that are likely to be required and helping them to achieve their long term plans.

In the New Cross area of Sutton we have been piloting a new approach, working with individuals in the area to understand their need(s) and shape services to meet those needs. Better health and wellbeing conditions help communities to thrive. The Council is also supporting the Clinical Commissioning Group's 'Connecting Communities (C2)' pilot project in the Broomhill area of Hucknall, which aims to support community led improvements through local problem solving and empowering community action proven to result in improved health and wellbeing.

The Council is a pilot authority within a Sport England sponsored initiative to review, develop and integrate the role of district council provided services, especially leisure and culture, in the commissioning of public health initiatives within Ashfield.

Health and Wellbeing

We Will

- Improve our understanding of health and wellbeing issues.
- Secure a district-wide network of quality, affordable, accessible and sustainable Leisure Centres and services for the benefit of all residents of Ashfield
- Influence key health agencies to ensure appropriate health and social care services and infrastructure for Ashfield.
- Encourage Health Impact Assessments for major planning applications
- Align Council services to support activity aimed at reducing health inequalities.
- Increase access to leisure for non-participants
- Improve workplace health.
- Take a targeted approach to improving health and well-being in areas of greatest need.

Outcomes We Want to Achieve (in partnership)

To narrow the gap between Ashfield and our comparator groups (Nottinghamshire and CIPFA Family Group) for the following health measures:

- Increase participation in sport and physical activity.
- Reduce Adult obesity.
- Reduce Child obesity.
- Reduce Children in poverty.
- Reduce Smoking prevalence.
- Healthy Life Expectancy

Key Projects, Programmes and Initiatives

Identify key targeted partnership health interventions for partner agencies and the Council's direct services aligned to the geographical areas of greatest health inequalities and needs.

Health Equalities Programme:

- Review,target and deliver free swimming and activities for children.
- Implement agreed outcomes from the review of Leisure facilities by exploring and implementing options for the future of Huthwaite and Edgewood Leisure centres
- To complete the feasibility work for a replacement of Festival Hall Leisure Centre
- Support the implementation of the Sustainable Transformation Plan through the development of multi-agency action plans involving Council services to address leading causes of health inequalities
- Seek greater engagement of mental health services within the Integrated Services hub, recognising the association of mental health issues with crime and vulnerability.
- Delivery of Housing and Health key projects including those within the Better Care Fund Programme.
- Delivery of the Ashfield Smokefree Action Plan.
- Explore/review the use of Health Impact Assessments for major Planning Developments
- Delivery of HOT Awards for Takeaway Establishments and Food Hygiene Awards.
- Develop and implement an updated Air Quality Strategy with other Nottinghamshire Authorities.
- Deliver the Workplace Health Award scheme and work towards Gold Accreditation by working in partnership with workplaces across the district
- Deliver Sport England Pilot-Commissioning of Public Health services.

Strategic Policy Context

- Fair Society, Healthy Lives-Marmot Review.
- County HWB Strategy.
- ADC-Housing Strategy.
- Sustainable Transformation Plan
- Better Care Fund Programme
- Nottinghamshire Framework for Action on Health Inequalities.
- ADC - Maximisint Impact Across 5 Areas Policy.
- Nottinghamshire Declaration on Tobacco Control.
- Active Lifestyle Strategy for Ashfield.
- Joint Strategic Needs Assessments.
- Public Open Space and Playing Pitch Strategy.

“An accessible, safe and warm home at an affordable cost creates a good base on which to build a successful life and that is why housing is a priority for us.”

OUR PRIORITIES
Housing

Affordable, warm, safe housing contributes to making Ashfield a great place to live. It is relatively affordable to rent or buy in the district, with house prices half of the national average levels and the affordability ratio currently standing at 4.8 (median house price to income ratio) compared to 6.2 across the County and 8.9 nationally. Housing standards are good within the social rented sector and the Council are working with many landlords to improve homes within the private rented sector. The majority of homes in the district are owner occupied and although many are in good condition, some require additional repair and improvement works to bring them up to standard. The Councils private sector Enforcement team has brought over 1100 empty and derelict homes back into use across the district over the last 5 years and will continue to work with owners and landlords to bring the remaining 750 empty homes back into use.

The Council is in the process of delivering its 4 year Housing Strategy for Ashfield 2016 – 20. The strategy, which has a strong focus on improving health through housing, was produced with input from elected Members, key stakeholders and partner agencies and was subject to an eight week consultation period where stakeholders and residents were asked their views on housing issues and the priorities that had been identified for the next 4 years.

What have we been doing to support these aspirations?

Since the Housing Strategy was published in October 2016, many of the tasks within the initial 2016-2018 action plan have been completed including;

- Commissioning and production of a stock modelling survey for the Ashfield District.
- Worked with Registered Providers, the Homes and Communities Agency and the Council's own contractors to deliver 147 new affordable rented homes across the district during 2016-17.
- Relocated 68 households under the Relocation Plus scheme where existing tenants free up family homes and move into smaller homes to make better use of housing stock.
- Ensured that Local Letting plans are in place on all new developments to ensure sustainability in new communities.
- Delivering the Freedom Programme throughout 2017 open to all women wanting to break the cycle of domestic abuse.
- Recruited an additional officer within the Private Sector Enforcement Team to raise standards in the Private rented sector
- Introduced Selective Licencing in two areas of the district to improve safety, and have a positive effect on the wider community.
- Utilised commuted sums payments to enable the development of 8 new affordable homes in Jacksdale.

- The production of a Health Impact Assessment report for the district that can be used to model future investment in housing and justify new funding through return on investment.
- Brought back 9 empty homes on Warwick Close back into use following major refurbishment.
- Established a Hospital Discharge Scheme with Adult Social Care that provides respite units to patients who are ready to leave hospital but cannot return home.
- Secured £128k funding from the DCLG to provide an enhanced domestic violence support service for our existing 6 refuge units across the district that now includes the provision of a dedicated children's worker.
- Produced an investment plan for the district where viable council owned sites for future housing development have been identified and mapped out.
- Brought the Council's social housing stock back under the direct management of the Council in order to create efficiencies through eliminating duplication and sharing skills across a broader range of services, as well as forming a tighter focus on key priorities such as working more closely on Anti-Social Behaviour, support for vulnerable customers, Welfare Reform and health.
- The Housing Strategy document and associated Executive Summary can be found on the Council's Website and hard copies can be requested by contacting Strategic Housing on 01623 457211.

Welfare Reform

Levels of disposable income and financial support have a direct impact on the quality of people's lives. They also directly link to the quality of people's housing; whether that be the amount of rent they can afford to pay or whether they can afford to heat their home adequately whilst coping with other financial commitments.

As a direct response to the Welfare Reform Act 2012, a district wide Welfare Reform Board was established, in partnership with the DWP and Citizens Advice, in order to prepare for and deal with the impact of the raft of reforms that continue to be rolled out nationally. In doing so we have been able to gain a better understanding of the level of impact of the reforms, raise awareness, and appoint additional front line staff to assist residents deal with changes to their benefits, whilst also promoting related services that support our residents through the changes – i.e. credit unions, debt advice services, direct debits, food banks, responsible lending, furniture and white good schemes.

The Board is now focusing on the rollout of Universal Credit and its associated implications, our key priorities being;

- Promoting digital inclusion.
- Enabling easier access to financial advice and money management.
- Assisting people to move who are under occupying their current homes.
- Provision of practical support and advice for vulnerable applicants.

Housing

We Will

- Influence housing provision to ensure that there is sufficient housing available in the district of the right size, type and quality, ensuring an adequate supply of affordable housing.
- Bring more empty homes back into use
- Ensure that new housing is sustainable and fuel efficient.
- Support the delivery of energy efficiency in existing homes.
- Deal with disrepair in the private sector by encouraging owners to improve their properties.
- Ensure that we understand the reasons for homelessness and adopt measures to assist those affected and prevent where possible.
- Offer additional tenancy support and money advice to our tenants.
- Ensure that when new housing is built that the right infrastructure is in place to create great places to live.

Outcomes We Want to Achieve

- Increase overall supply of affordable homes in the district.
- Reduce Levels of Fuel Poverty.
- Increase financial capacity and tenancy sustainment
- Minimise homelessness through increased prevention

Key Projects, Programmes and Initiatives

Suitable & Appropriate Housing:

- Develop a long term sustainable business plan to enhance and expand existing Council owned housing stock.
- Align our approach to aids and adaptations (Disabled Facilities Grant) across all tenures and make better use of pre-adapted properties.
- Promote and provide evidential data for the need for affordable housing on larger developments.

Energy and Sustainability

- Assist, identify and implement both local and national schemes which improve the fuel efficiency of existing properties such as Warm Homes on Prescription and Energy Company Obligation funding.
- Review and renew inefficient heating systems in our sheltered housing schemes.

Housing Regeneration

- Review existing Council land and sites for mixed tenure development.
- Progress the regeneration of the properties and land in the Warwick Close area of Kirkby.
- Continue to support and encourage the return of empty homes back in to occupation.

Tackling Disrepair/ poor housing conditions

- Review impact of the Selective Licencing scheme as a way of improving housing standards in the private rented sector.
- Utilise the data from the district wide British Research Establishment (BRE) Health Impact report to prioritise health and housing related initiatives.

Reducing/ Preventing Homelessness and housing support

- Work with partners to plan the introduction of new Government Homelessness legislation to prevent and reduce Homelessness with in the district and surrounding area.
- Seek to sustain the provision of domestic violence Refuge places within the district and offer enhanced support for survivors to break cycle.
- Work with Adult Social Care to provide suitable short term accommodation which enables people to leave hospital at the appropriate time (Hospital Discharge Scheme) Welfare Reform.
- Review welfare reform support and provision in advance of the full roll out of Universal Credit.
- Create a digital zone at Kirkby Council Offices in conjunction with the Department of Work and pensions (DWP).
- Seek to enhance resources dedicated to supporting Council tenants manage their money and rent payments.

Strategic Policy Context

- Housing and Planning White Paper 2017
- Housing Strategy 2016-2020
- Welfare Reform Action Plan
- Allocations Policy
- Domestic Violence Policy
- Strategic Tenancy Strategy
- Tenancy Policy
- Asset Management Policy
- Procurement Policy
- Aids and Adaptations Policy
- DFG Policy
- HECA (Home Energy Conservation Act) Report
- HCA Regulatory Standards
- Homelessness Reduction Bill 2017

“There are easy to reach shops and public transport in my local area.”

PLACE AND ECONOMIC GROWTH

Ashfield is a place where science and romance come together; a place renowned for its welcoming, supportive and passionate communities; a place with access to green spaces; a place with excellent accessibility to road and rail networks.

The District's three towns and picturesque rural villages each offer unique and diverse characteristics; rich in cultural, natural and industrial heritage. Natural unspoilt countryside is complemented by award winning country parks, with a variety of visitor attractions. Ashfield has an abundance of designated nature sites and way-marked footpaths. Our wealth of industrial and cultural heritage includes textiles, mining and engineering, Lord Byron, Eric Coates, D. H. Lawrence, Ben Caunt and Harold Larwood amongst others.

The Council will work with local communities and other public, private and voluntary organisations to enhance the perception of Ashfield as a great place; cherished by those who live here, desirable to those who visit and enabling to those who bring jobs and investment

Historically Ashfield has enjoyed a proud industrial history; one of the most productive areas of the country, with manufacturing and mining industries providing jobs for a hard working local workforce. However, with the demise of these principal heavy industries and the off shoring of volume manufacturing, Ashfield has over recent years necessarily and successfully adapted to provide a wider range of modern value added business sectors: for example, Transport and Logistics, Construction, Advanced Manufacturing, Health and Business and Professional services. As well as this, because of Ashfield's advantageous geographical location; close to a range of strategic road, rail and airport links, the District has successfully attracted many inward investors, who now play an important part in our local and regional economy and sustain local supply chains and employment.

Despite this economic transition, the legacy of the previous industrial structure has left the remnants of a low skill/low wage economy among the local working age population. Skill levels and, therefore, average earnings are lower than the East Midlands and National averages. The consequence of this is that some Ashfield businesses are already finding it difficult to recruit at higher skill levels, particularly in construction, engineering, professional and financial services sectors.

Ashfield District Council and its partners are committed to increasing the number of higher skilled/higher paid jobs in Ashfield. Doing this will benefit the local economy, as people spend their greater disposable income in shops and with other services, and also will assist the reputation of Ashfield as a location of choice for investors, where all of their employment and supply chain needs can be met.

What have we been doing to support these aspirations?

We have been improving the economic health of Ashfield by focussing on several important and interlinked factors:

- Sufficient, suitable and affordable land and/or premises.
- Access to a pool of appropriately skilled people.
- Good connectivity to suppliers and customers.
- High quality support for business, including financial where appropriate.
- Vibrant town centres which provide destinations for a variety of goods and services.
- Work with key strategic partners.
- Underpinned by a "can do" attitude from Council officers in any interaction with business and residents.

Sufficient, suitable and affordable land and/or premises

Through its development of the Local Plan, the Council will ensure that sufficient land – and in the right place - is being made available to allow businesses to invest and grow in the District. Ashfield already has a number of key employment sites; some available and being actively marketed by the Council in partnership with the private sector. Other sites are at the planning stage and again the Council will work with developers and end users to bring appropriate investment to fruition. For example, existing sites at Sherwood and Castlewood Business Parks, Summit Park, County Estate, along with the proposed Rolls Royce employment site, will all have significant impact on the economy and have the capacity to create thousands of new jobs. We forecast that over the next five years, at least 5,000 new jobs will be created in these new modern business parks in a wide range of occupations and skills.

Where opportunities exist, the Council will also use its own borrowing powers to bring forward development to facilitate further business investment, where pump priming will stimulate the market demand from end users.

Access to a pool of appropriately skilled people

Skills funding is a key issue and Ashfield will work with partners to ensure delivery of Skills provision for Ashfield residents. More locally, the Council is currently working with all of Ashfield's secondary schools, to help to better prepare young people for the world of work. The Council will also take further steps to promote the creation of apprenticeships, both within the Authority but particularly within the private sector, to reduce skills gaps and skill shortages. The Council will also work with the DWP, businesses and training providers to address recruitment and skill needs and for these to be linked to jobs for local people. A key strategic activity will be to work with regional partners on joint arrangements which cross District borders.

Good connectivity to suppliers and customers

Ashfield is well situated for road, rail and air transport. Where appropriate, Ashfield District Council will support better linkages that impact positively on the local economy. For example, the Hucknall Inner Relief Road and improvements to Kirkby Town centre. At a more strategic level, we will work with our regional partners to develop HS2 and the Robin Hood Line for the benefit of the Ashfield economy. In particular we are keen to explore opportunities for the establishment of a connection from the district to the HS2 hub at Toton via the re-establishment of the 'Maid Marion Line'. We will also work with Midlands Connect on longer term major investment plans to facilitate greater regional transport connectivity to support the "Midlands Engine"; as well as seeking to address transport infrastructure improvements at key sites e.g. A611/junction 27. Connectivity also includes digital and we will continue to work with our regional partners to provide Super-Fast Broadband for the whole District.

High quality support for business, including financial where appropriate

Ashfield District Council has provided high quality business support through the successful “Ambition for Ashfield and Mansfield” programme. However, in the light of current Government policy, which has moved away from grants to more loan based investment instruments, a more relationship based way of working will be required like having an account manager for our key businesses sectors. This will provide a “one stop shop” approach and a stronger economic intelligence base, which itself will then inform our future plans.

Vibrant town centres, which provide destinations for a variety of goods and services

Ashfield District Council has, and will continue, to prioritise work on its principal town centres to ensure that they can provide high quality goods and services for residents, along with visually attractive destinations that people want to visit. Our priorities will include Hucknall Town Centre relief road, Sutton Town Centre indoor market and the Fox Street development and further work to Kirkby Town Centre. We also intend to work with landlords to bring vacant premises back into use and to continue programmes to help refurbish shop fronts, along with associated business advice.

Work with key strategic partners

We recognise that Ashfield working alone cannot accomplish all of these ambitions. For that reason, we work closely with our regional partners both within the individual Authorities (County and District), with our LEP D2N2 and with new strategic partnerships such as HS2 and Midlands Connect on future transport investment, and Mansfield Ashfield 2020 on supporting inward investment. We continue to look for shared service arrangements or partnership opportunities, where services can be provided at a more economic or effective level.

Underpinned by a “can do” attitude from council officers

We will encourage our staff to be more creative and enterprising to ensure that we deliver a modern and proactive economic development service, which is appropriate to both business and residents’ needs.

We Will

- Enhance the identity and brand for Ashfield; so it is cherished by those who live here, desirable to those who visit, and attractive to those who bring jobs and investment.
- Raise the profile of Ashfield as a place where people want to visit and spend their time enjoying themselves.
- Understand our economy and create the right strategy and policy base for improvements.
- Engage in the developing partnership arrangements across Nottinghamshire and Derbyshire focusing on the benefits for Ashfield.
- Promote skills and aspiration ensuring local people are equipped with the right skills to access employment.
- Support pre-start, new and existing local businesses helping them to grow and create jobs.
- Work with our partners and seek to lobby and influence to maximise opportunities for improvements to transport, connectivity and digital infrastructure
- Promote the area as a place to invest in particular as a centre for Creative, Business Professional Financial Services, Health, Transport and Logistics, Advanced Manufacturing and Knowledge Based Industries
- Ensure the area offers an attractive and balanced range of good quality office, commercial and industrial premises/ sites.

Outcomes We Want to Achieve

- To narrow the gap between Ashfield and our East Midlands comparator group in respect of:-

  average workplace earnings levels
  average earnings by residence
  employment levels
  skills levels – NVQ level 3 and above
- Improved resident satisfaction with the area; People enjoy living and working here.
- Increase the number of business start up.
- Increased business survival rates.
- Reduced vacancy rates of shops and commercial units.
- Increase footfall and spend in our town centres.

Key Projects, Programmes and Initiatives

Economy and Regeneration Strategy Programme:-

- To actively engage with the Combined Authority proposals and discussions.
- To submit the Local Plan to the Secretary of State by March 2017.To have an adopted Local Plan in 2017/18.
- To work with partners to assess the impact and opportunities associated with HS2 and to explore proposals to improve and extend the Robin Hood Line both northwards and via the development of the 'Maid Marion line' to Toton.
- Agree key transport priorities with Nottinghamshire County Council.

Regeneration Delivery and Feasibility Programme:-

- To complete the redevelopment of Idlewells Indoor Market and launch in the autumn of 2017.
- To work with the County Council and complete the implementation of the Hucknall town centre improvement scheme.
- To maximise the occupancy, job creation and social value from the Ada Lovelace House development.
- To explore the feasibility for a town centre mixed use development at Piggins Croft in Hucknall.
- To work with the owner of Annesley Hall to promote the regeneration of the heritage site.
- To proactively work with developers and other private sector partners to bring forward development sites including Sutton's Fox Street development, Summit Park and Annesley Miners Welfare.

Place Leadership programme:-

- Establish a Place Leadership Board and develop the Place Leadership Action Plan.
- To develop closer working relationships with stakeholder groups and businesses within the three main town centres under the umbrella of the Place Leadership Board.
- To establish a vision for each of the three main town centres and to revisit the town centre masterplans.
- To work through the Place Leadership Board and with local businesses to explore the feasibility of a Business Improvement District or a series of BIDs
- To utilise the learning from the place leadership work to realign and reinvigorate inward investment promotion, working closely with local businesses.

Strategic Policy Context

- Town Centre Masterplans and Localities Plans
- Devolution Deal
- Member Policy Commitments
- Industrial Strategy (Green Paper)

“I feel privileged to raise my children in an area that has lots of local parks/green spaces that are well maintained and hold high quality free events.”

COMMUNITIES AND ENVIRONMENT

To support the Council's Place aspirations, we will aim to ensure the ingredients for a good quality of life are in place. This means we will prioritise ensuring cleaner and attractive neighbourhoods ensuring both an effective response to issues but also working on prevention and behavioural change. We will also work with our partners to ensure people feel safe and are safe by reducing levels of crime and disorder. Across all public services we will work with our partners to design services around the needs of individuals and places, rather than institutions; ensuring our financial resources are used in the most effective way.

What have we been doing to support these aspirations?

Targeting resources to reduce crime and disorder

As part of our County-wide approach, the Council and its partners have been focusing on a number of 'high impact' priority areas; a position solidified in July 2016 through a new cross-cutting policy focussing on quality of life. The five areas identified have higher levels of crime and disorder, health inequalities, deprivation and other social inequalities. Colleagues from different agencies have co-ordinated their efforts to tackle crime and disorder, and target additional resources in those areas. The Council meets with the police architectural officer over major and contentious applications through the major projects liaison meeting to design out crime or reduce the opportunity for crime. The geographic focus develops the previous 'Partnership Plus' focus in place since 2010 and moves from a tactical short term focus to more sustainable long-term change. That said, over the past five years the Partnership Plus areas have seen significant reduction in crime and anti-social behaviour.

The Community Safety Partnership recently updated its Annual Strategic Plan and has adopted a number of operating principles as it seeks to further develop the work being undertaken. These principles primarily seek to ensure **greater community involvement** in actions and activity being undertaken by partners; that services are **'local by default'** and tailored to the needs of the community and that the focus is on **prevention and early intervention**, rather than deploying tactics to resolve issues as they occur. Current focuses also include reducing hate crime, and responding to new and emerging communities, particularly following the Brexit vote in 2016.

Helping our residents to reduce waste and recycle more

The revised Waste Framework Directive requires the UK to recycle 50% of its municipal waste by 2020. In 2014/15 Ashfield recycled 33% of the waste collected. Following a bold funding agreement with Nottinghamshire County Council, In 2016 the Council re-configured its waste collection services, reducing the size of the residual waste bin by 25% and providing free garden waste collections for 2 years across the district. Residual waste collected has fallen dramatically and garden waste collected increased by over 100%. Recycling rates for 2016/17 are projected to be 42%, approximately 10% higher than the year before. The Council recently was a runner up in the Keep Britain Tidy Awards.

Introducing new powers to tackle environmental issues

Following the enactment of the Anti-Social Behaviour, Crime and Policing Act 2014, the Council has recently enacted new powers through the introduction of a Public Spaces Protection Order (PSPO). This is designed to prevent anti-social behaviour in areas such as streets, parks, market places, cemeteries and churchyards. The PSPO incorporates a list of seven prohibited activities that have a negative impact on the cleanliness of our streets and extends existing powers officers have to tackle dog fouling. If a person who is in charge of a dog does not have a receptacle for picking up dog faeces when asked to produce one, for any reason they are liable for a Fixed Penalty Notice. The new powers took effect from 1st October 2015. The Council is in the process of adopting new powers to issue fixed penalty notices for fly-tipping, but already uses a range of legislative tools to tackle this offence.

Improving Environmental Quality

For a number of years the Council has sustained a high level of parks at the nationally recognised Green Flag standard. Six parks across the District currently hold this status and the Council is continuing to develop service quality with those key community assets. The Council continues to critically evaluate how it works and this has resulted in a reduction all types of environmental service requests, especially litter related which have reduced by 34% since 2012. The Council recognises the value in communities taking responsibility for their own environment and has been undertaking a number of programmes to facilitate greater involvement. The development of the Green Buddy scheme and establishment of over 100 Environmental Volunteers recently attracted a Keep Britain Tidy Award.

Placing communities at the heart of decision making

Within two areas of the district, New Cross, in Sutton and Butlers Hill, in Hucknall, the Council has been working with an organisation called Connecting Communities. They help to facilitate residents and local service providers to come together to create the conditions within which a resident-led partnership can flourish. Sponsored by local Clinical Commissioning groups, the approach demonstrates the closer working now taking place with health colleagues. Work is now underway to develop a similar approach in Stanton Hill, another priority area within the district.

Changing the way we work and deliver services

To support the community development work in New Cross, the Council has been leading on a pilot project trialling a new multi-agency service model. Drawing representatives from multiple agencies, the New Cross Team has spent time working with individuals in a different way. Rather than providing more traditional, service-led responses, case workers have spent time building a more holistic understanding of need(s) and have then delivered personally tailored services based on that assessment. Retaining ownership, rather than referring on to other agencies has allowed us to build relationships and trust and, consequently, better match resources and effort. The approach received recognition at the 2016 MJ Awards and was 'Highly Commended'. Further commitments from the Council and its partners have enabled a second team to be created in Broomhill and the establishment of the Integrated Service Hub within the Council building is enabling the learning to be rolled out to a district-wide level. Nottingham Trent University continues to support an ongoing and extensive evaluation of the project.

Tailoring services to local areas

The Council introduced locality working in 2014 as part of its commitment to support decision making at a local level. A virtual locality team supports each Area Committee, with expertise in capital project delivery, community development, regeneration, community protection and environmental services.

Locality plans have been developed for each of the four areas of the district following consultation with the public and members. Each locality plan has an action plan setting out how the aspirations in the Corporate Plan will be delivered at local level, for example, regenerating town centres, ensuring clean and attractive streets and parks, promoting and improving health and wellbeing. The plans are currently being reviewed to place a greater focus on the 5 priority areas as articulated in the July 2016 policy established.

“There are so many green spaces. We have some lovely parks that are used really well.”

Communities and Environment

We Will

- Enable thriving, prosperous and self-sufficient communities where people shape their own futures.
- Create a greener Ashfield, reducing the community and business impact on the environment, minimising waste and recycling more.
- Ensure the foundations for a good quality of life are in place; reducing crime and anti-social behaviour and facilitating cleaner and more attractive neighbourhoods.
- Supporting young people to be optimistic and ambitious about their futures.
- Work with our partners to ensure we deliver services centred on the needs of people and places, rather than existing teams, agencies or institutions.
- Enable stable and balanced communities.

Outcomes We Want to Achieve

- Improved public perception that Ashfield is a cleaner and more attractive place.
- Improved recycling rate.
- More people involved in community/ voluntary work.
- Reduce vulnerability ensuring people feel safe and are safe.

Key Projects, Programmes and Initiatives

Even Cleaner Streets Programme:-

- Tackling dilapidated buildings so they don't blight our neighbourhoods.
- Continue to support and increase the number of Environmental Volunteers caring for their environment across the district.
- Tackling fly tipping by working to reduce the amount of illegal waste carriers in the district and delivering targeted campaigns to clean up hot spot areas.

Recycling and Waste Programme:-

- Continue a free garden waste collection until 2018 and thereafter seek to maximise garden waste subscription in order to reduce residual waste.
- Improve the efficiency of the glass collection service through implementation of revised collection arrangements.
- Review Waste Policies and update the Waste Strategy.
- Carry out a programme of education in schools and with local community groups.
- Deliver a campaign around householder duty of care, to ensure residents understand their responsibilities when disposing of their waste.

Strengthening Communities Programme:-

- Sustain and develop our approach to providing 'citizen-shaped' services, which more effectively support vulnerable residents; including a focus on domestic abuse and other causes of vulnerability.
- To secure further buy-in from partner agencies to our approach both in the Integrated Service Hub and Support team model, and re-design services together.
- Re focuses resources in line with 5 priority areas to make the most impact on reducing crime and ASB, as well as wider issues affecting quality of life.
- Investigate the reasons and solutions for the high levels of domestic violence causing homelessness and addressing those issues.
- Implement revised arrangements for Domestic Violence refuge provision utilising grant funding received.
- Undertake targeted multi-agency activities to address key crime or vulnerability risks in priority areas.

Strategic Policy Context

- Medium Term Financial Strategy
- Environment Directorate Enforcement Policy
- Waste Strategy Statement 2013/14
- Police Accreditation Agreement
- ASB & Nuisance Policy
- Maximising Impact in 5 Priority Areas Policy
- Police and Crime Plan
- Hate Crime Policy
- Domestic Abuse Policy
- Cemetery Strategy
- Allotments Strategy
- Contaminated Land Strategy
- Licensing Policy
- Sustainable Transformation Plan

“There is good communication between the council and public.”

ORGANISATIONAL IMPROVEMENT

It is important that the organisation has the most effective infrastructure and support to enable:-

- The delivery of the other priorities in this Corporate Plan
- Financial sustainability to continue to deliver services
- A productive workforce that delivers services well

We will increase the pace of modernising the Council's development as an innovative, values led, pioneering organisation; one that is people centred and supported by an organisational culture that promotes creativity, quality over quantity, joined up and collaborative working with our key partners and constantly thinks in unique and different ways. We will achieve this through delivery of our People Strategy and comprehensive learning & development programmes.

It is important that the organisation continues to evolve and develop in order that we can effectively facilitate the Council's transformation vision and roadmap including commercial enterprise ethos and different delivery models in the future.

The Council recognises that continued development of technology is an underpinning critical success factor to achieving the corporate priorities. The Council will continue to develop its ability to enable resident's greater choice in accessing the Council and obtaining key information in a method convenient to them including improving the Council's web site and its functionality. The Council will equally support further productivity of its employees through provision of technology that supports agile, mobile and responsive working.

What have we been doing to support these aspirations?

The introduction to this plan describes the Council's achievement in reducing its spending by £8 million as a result of reducing resources. The challenge in future is to continue to reduce the Council's net cost in the face of a further reduction in resources from Central Government, circa 50% in total by 2020. The Council's Medium Term Financial Strategy has identified the need for savings of £1m in 2018/19, and a further £2.8m over the period 2019/20 to 2022/23.

We have introduced a commercial team overseeing enhanced trading positions of existing and new commercial services supported by establishment of a trading brand and development of alternative delivery models and methods. A £10 million commercial investment fund has been created to directly support increased income generation through investment in new commercial property.

Significant strides have been made in asset rationalisation through a reduction in overall Council buildings; conversion of Ada Lovelace to business units and integration and co-location of the Police and DWP (Autumn 2017) at Kirkby main offices. A future key priority is to relocate housing staff from Brook Street offices, Sutton to Kirby main offices.

A comprehensive rolling programme of service reviews across all areas of the Council is being implemented through realignment of priorities, service delivery, removal of duplication and digital and technology investments. The priority focus on reintegration of housing services into the Council in 2016 has generated over £600k of savings.

The Council's senior management team has been restructured and reduced delivering significant savings with the focus now on a review of senior manager

Technology and digitalisation developments include the relaunched, refreshed Council website embracing enhanced 24/7 accessibility to key information and functions including the ability to make on-line transactions for all key services

Within this period of significant transformational change our employees continued to be fully supported, under the auspices of the People Strategy, through recognition, personal development and engagement. The 2017 Peer Challenge highlighted the strides been made by the Council in developing a productive, positive, inclusive organisational culture around a clear vision and strong officer and political leadership. The Leadership and Development programme continues to evolve to align to changing priorities and the transformational work; there will be a specific focus on supporting the new corporate leadership team and corporate/service manager structures. There is a commitment to developing an Agile Working' ethos enabling a more flexible and productive workforce.

Organisational Improvement

We Will

- Implement a financial strategy that prioritises income generation balanced with efficiencies to sustain the Council's finances
- Match priorities with resources to deliver our corporate objectives.
- Become a more enterprising, productive and commercial organisation, exploring and delivering income generation and business development opportunities.
- Ensure best use of our assets, exploring and supporting the development of shared assets across partner agencies and implementation of asset rationalisation.
- Ensure effective community leadership, through good governance, transparency, accountability and appropriate behaviours.
- Put our residents at the heart of what we do and inform, consult and engage with them
- Be an employer of choice and an organisation that people want to work for.
- Modernise services, being innovative and adaptable and making use of technology to help transform service delivery

Outcomes We Want to Achieve

- Increased perception that the Council provides value for money services.
- Increased perception that the Council is seen as a good employer.
- Increased perception of how well residents feel informed and engaged.
- Delivery of more efficient and productive services through digital transformation and agile working.

Key Projects, Programmes and Initiatives

Commercial Enterprise Programme:-

- Improve the trading position of commercial services
- Adopting a commercial enterprise culture and approach through appropriate leadership, training and empowerment.
- Undertake a corporate review of sponsorship opportunities.
- Establish a commercial property investment programme which generates financial returns to support core services.
- Explore the creation of a Holding company to enable other commercial opportunities.
- Explore the development of a private sector lettings agency.

Transformation and Efficiency Programme:-

- Transformation:-

  To modernise the way in which the Council takes payments through increased use of Direct Debit and electronic payment methods and implement the Pay Point system for cash payments

  Implement a service review programme to deliver budget savings for 2017-20 in alignment with the financial strategy.

  Determine the organisations Transformation vision and roadmap.

  Review the Councils IT infrastructure and plan for the future.

- Effective use of assets:-

  To implement a refurbished modernised reception and digital zone integrating ADC and DWP services

  To consider the most cost effective way to move the majority of Housing Staff from Brook Street to Kirkby.

  To assess the costs to maintain existing Council assets – buildings and community facilities with a view to informing future capital and revenue expenditure and developer negotiations through S106.

Engagement Programme:-

- Undertake a review of community engagement and implement a revised approach which is more effective and efficient than the current Locality Committee structure.
- Update and embed the corporate engagement and consultation strategy and framework.

Key Projects, Programmes and Initiatives

People Strategy refresh and delivery of 3 year rolling action plan; including:

- Agile working – enabling more flexible and productive working.
- Implementation of the Recruitment and Selection Strategy with focus on workforce profile priority areas including maximising use of the new Apprenticeship Levy, integration of competency framework and embedding of values based leadership.
- Implement and embed 100% roll out of e-HR (MyView/Learning Portal) to all employees.
- Leadership, management and skills development programme-with particular focus on supporting new corporate leadership team and corporate/service managers structures.
- Develop and implement Apprenticeship Strategy aligned to new Apprenticeship Levy.

Strategic Policy Context

- Corporate Plan and Service Plans
- Medium Term Financial Strategy
- People Strategy
- Workforce Development Plan
- Asset Plan
- Consultation & Engagement Strategy
- Technology Strategy
- Service Review Priority Programme
- Commercial Enterprise Strategy

GLOSSARY OF IMAGES

Page	Image
Front Cover	Larwood statue
	Green flag award
	Community protection team
	Yarn bombing bicycle
	Active Ashfield games
3	Chief Executive, Rob Mitchell
	Leader, Councillor Cheryl Butler
4	Ashfield location plan
8	Fishing at Sutton Lawn
10	Special Olympics event
12	Darlison Court new council housing development
14	Refurbished empty homes on Warwick Close
16	The M1 at night
18	The tram
20	Dandelion by Fantasywire
22	Tichfield Park, Hucknall
24	Wild flower meadow, Titchfield Park, Hucknall
25	Kings Mill Reservoir
26	Teversal
28	Apprentices working at Ashfield District Council
30	Engagement with schools

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Ashfield
DISTRICT COUNCIL

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Ashfield
DISTRICT COUNCIL

Report To:	Cabinet	**Date:**	22nd June 2017
Heading:	PLACE AND CORPORATE SCORECARDS – YEAR END 2016/17 POSITION		
Portfolio Holder:	CLLR CHERYL BUTLER – LEADER OF THE COUNCIL		
Ward/s:			
Key Decision:	NO		
Subject To Call-In:	NO		

Purpose Of Report

This report presents to Cabinet the Year End 2016/17 outturn for the Place and Corporate performance scorecards, which are aligned with the Corporate Priorities.

Recommendation(s)

- For Cabinet to consider the Place scorecard position at year end 2016/17
- For Cabinet to consider and proactively review the levels of performance achieved against the Corporate Scorecard as at year end 2016/17 in order to facilitate delivery of the Corporate Plan and improved performance of the organisation.

Reasons For Recommendation(s)

The Council's ambitions for the next three years are clearly identified in the Corporate Priorities which are presented in the Corporate Plan 2016 - 2019. In March 2016 Cabinet agreed the use of a balanced scorecard methodology to enhance the organisations performance framework and ability to understand how successfully the new Corporate Priorities are being delivered, the new approach providing a more rounded view on performance with a greater emphasis on customer satisfaction and quality.

The Place Scorecard and Corporate Scorecard have previously been agreed by Cabinet.

Performance outturn for the Place Scorecard and Corporate Scorecard will be monitored and managed at CLT, Cabinet and Scrutiny. Through the new corporate project management framework, any relevant Place and Corporate scorecard measures will be monitored and measured by the respective Priority Theme Boards and Programme Boards. Additionally Place indicators will be used to promote activity amongst partner agencies including the Police, Health and Education. The Council is increasing working in partnership and through co-location and integration to get joined up action on key issues.

Alternative Options Considered (With Reasons Why Not Adopted)

None

Detailed Information

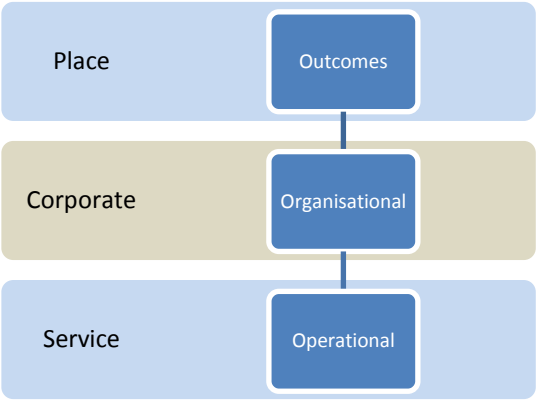
The Corporate Plan 2016- 2019 sets out our priorities for the future and the key projects and initiatives we intend to deliver.

The corporate plan sits above a wider strategic context which includes the Corporate Project Management Framework, Corporate Performance Indicators and a range of strategic documents relating to the organisation and its services. Implementation of the Corporate Plan will therefore be achieved through:-

- Programme management – *Delivery of similar projects under a priority theme*
- Project Management Framework – *Delivery of all projects*
- Service Plans – *annual review of each service in respect of added value improvement activity/ projects and service performance*
- Service Reviews – *rolling programme of reviews including targeted ICT/ digital transformation projects to inform the Savings Strategy*
- Commercialisation reviews – *targeted approach through the developing commercialism framework*
- People Strategy – *Culture and strategy*
- **Revised Performance Management Framework – *developed balanced scorecard approach.***

Ashfield Performance Scorecards

The revised performance framework now incorporates balanced performance scorecards on three separate levels as indicated below.



Ashfield's Place Scorecard

The 'Place' scorecard aligns directly with each of the outward facing corporate priorities, with each balanced scorecard perspective represented by a corporate priority and focussed on 'outcomes'. The Place scorecard is designed to help the Council monitor Ashfield as a place and includes a range of indicators for which the Council has no direct control. That said the

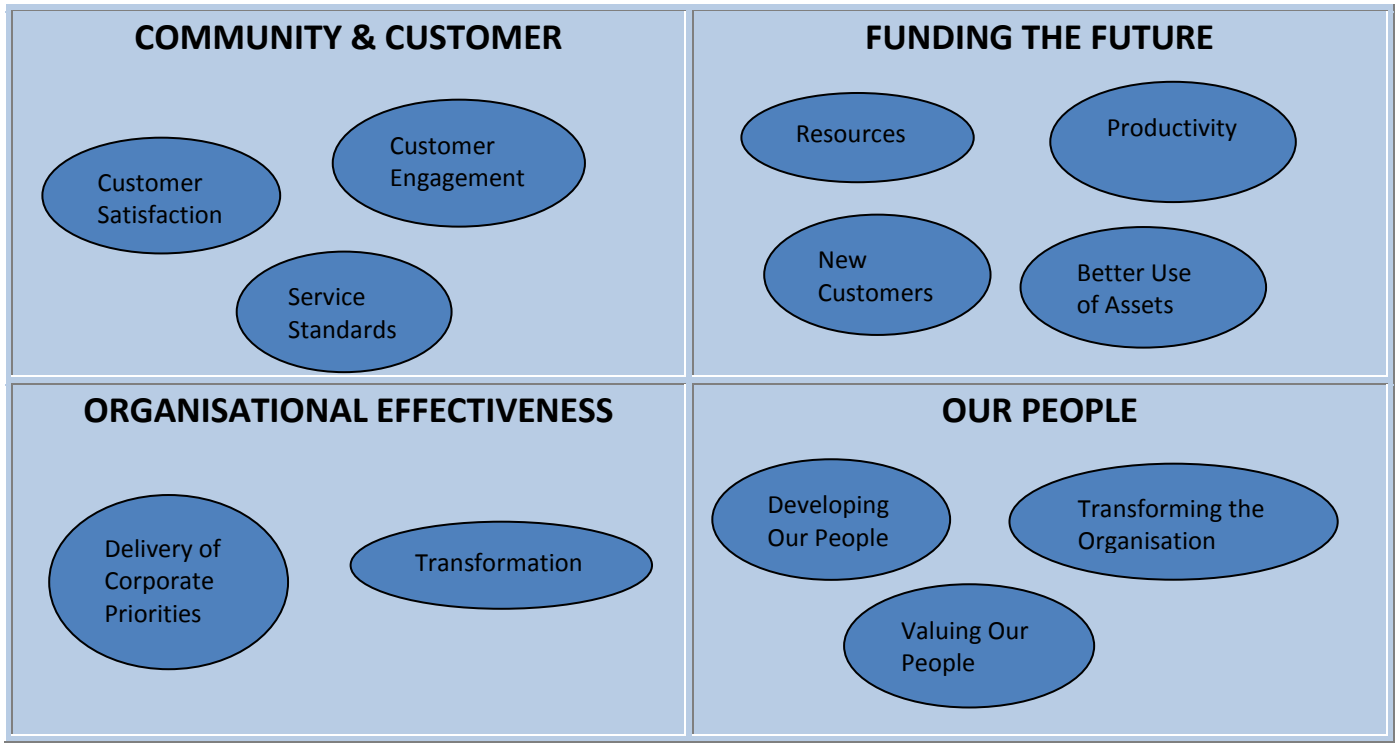
Council is keen to promote joint ownership of these issues amongst the public, private and community sector thereby helping to ensure Ashfield residents quality of life is improved and inequalities are reduced.

HEALTH & WELLBEING	HOUSING
ECONOMIC REGENERATION	PLACE & COMMUNITIES

2016/17 outturn against the Place Scorecard is appended to this report.

Ashfield's Corporate Scorecard

The corporate scorecard structure will be the means of measuring organisational performance, and as such typical perspectives of a balanced scorecard have been adopted. The diagram below shows the proposed perspectives, and 'themes' within each of these perspectives, against which organisational performance measures have been identified:-



The Organisation Effectiveness perspective is particularly focussed on the measurement of delivery against the Corporate Priorities through 'output' measures.

<u>2016/17 Year End Corporate Scorecard Performance</u>

The detailed Corporate Scorecard and year end performance analysis is appended to this report.

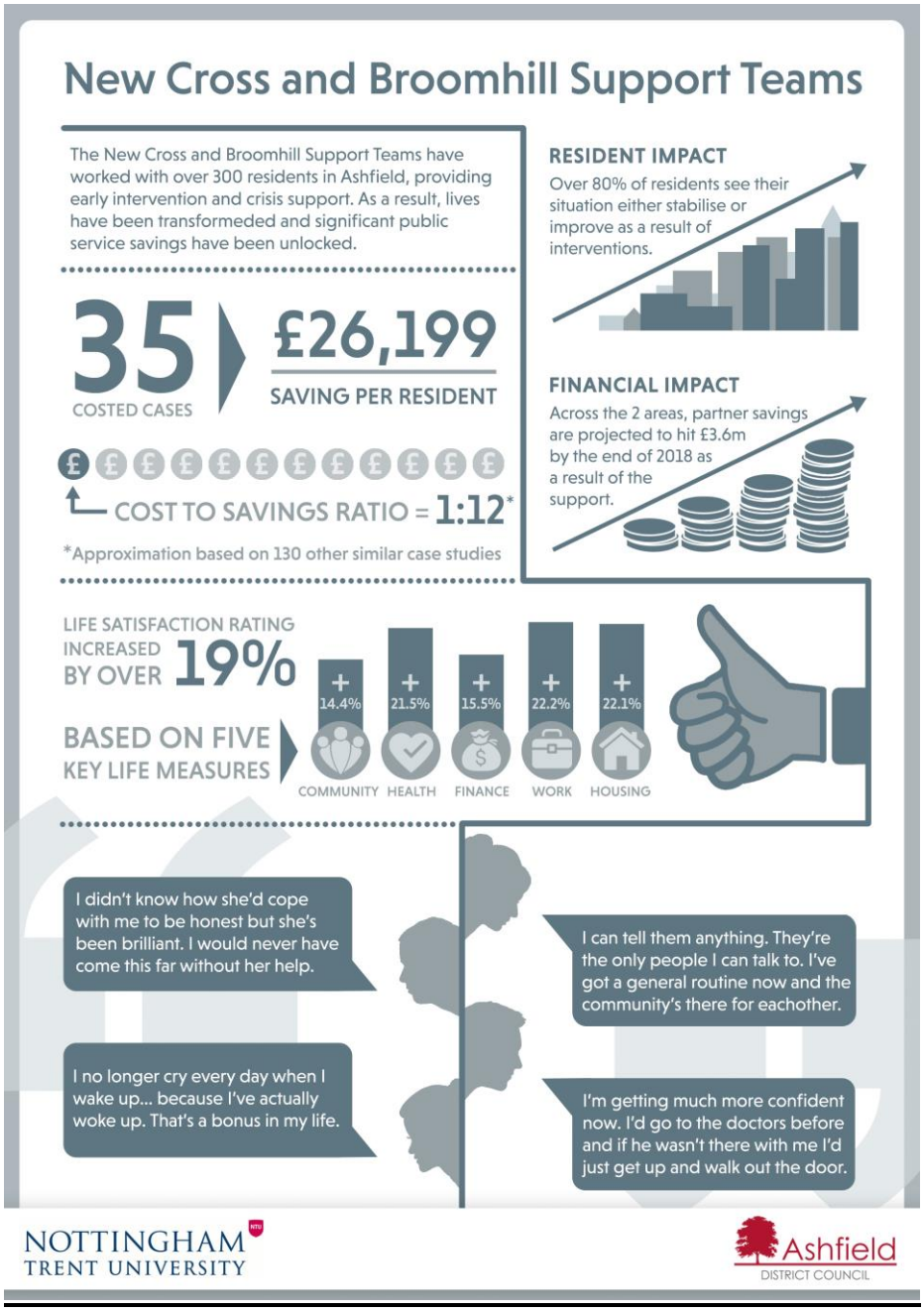
Overall, the outturn for 2016/17 indicates a positive position:-

- 80% of measures indicating an improved position compared to the same period in the previous year
- 91% of measures achieving or exceeding target, with a further 7% within 10% variance of target.

Key Successes

New Cross and Broomhill Support Teams

The Support Teams working in New Cross, Sutton and Broomhill, Hucknall have made significant impacts to peoples lives as summarised below:-



Housing

- Significant increases in homelessness prevention activity, upon which there will be further focus in 2017/18 in alignment with the Homelessness Reduction Act
- Delivery of 9 derelict homes brought back into use on Warwick Close, whilst also increasing the number of new affordable homes delivered across the district
- Significant improvements in the turnaround of disabled facilities grants, a reduced waiting list, and completion of more grants to those in need.
- Highest levels of rent collection for the last 6 years at 99.74% due to operational and procedural changes made in the latter part of 2016/17 with greater focus placed on money advice.

Regeneration

- Delivery of a significant number of regeneration projects, many focussed on town centre improvements, including the retail improvement scheme:-

Recycling

- Successful delivery of the Garden Waste scheme resulting in a 30% increase in the amount of household waste recycled compared to 2015/16, being the 2nd highest levels in Nottinghamshire.

Organisational Improvements

- Over 12,000 additional payments made, compared to 2015/16, through direct debit or online channels
- Reducing sickness levels across the organisation

Implications

Corporate Plan:

The report relates to delivery of the Corporate Plan Priorities. It covers performance for the period April 2016 to March 2017

Legal:

No direct legal implications

Finance:

This report is effective from 01/06/2017 and has the following financial implications:

Budget Area	Implication
General Fund – Revenue Budget	Financial performance is included within the detailed corporate scorecard report
General Fund – Capital Programme	
Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

Human Resources / Equality and Diversity:

High levels of performance improvement can have a positive impact upon employee motivation, engagement and retention, when coupled with excellent leadership, communication and involvement

Other Implications:

None

Reason(s) for Urgency (if applicable):

Background Papers

Detailed Place Scorecard – Year End Position 2016/17
Detailed Corporate Scorecard – Year End Performance 2016/17

Report Author and Contact Officer

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Rob Mitchell
CHIEF EXECUTIVE

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Place Scorecard Report

Generated on: 15 March 2017

Ashfield DISTRICT COUNCIL

Health and Wellbeing

Health Expectancy

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/HW/001 Percentage of obese adults in Ashfield	29.3%	28.2%			Aim to Minimise		Measure replaced by excess weight in adults	2015/16
(ADC)PP/HW/001b Excess weight in adults in Ashfield	69.3%	69%			Aim to Minimise		*Bottom quartile, compared All England. Mean average 64.8%*	2016/17
(ADC)PP/HW/002 Child obesity	19.9%	21.8%			Aim to Minimise		*Average compared All England. Mean average 19.8%*	2016/17
(ADC)PP/HW/003 Percentage of children in poverty	24%	22.6%			Aim to Minimise		*Bottom quartile, compared All England. Mean average 20.1%*	2016/17
(ADC)PP/HW/004 Smoking prevalence	17.4%	20.1%			Aim to Minimise		*3rd quartile, compared All England. Mean average 16.9%*	2016/17

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/HW/005 % of working age people economically inactive due to long term sickness	42.4%	42.2%			Aim to Minimise		*All England and East Midlands Mean average 22.4%*	2016/17
(ADC)PP/HW/006 Excess winter deaths	17.1%	8.7%			Aim to Minimise		*2nd quartile, compared All England. Mean average 19.6%*	2016/17

Benefit Dependency

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/HW/007 Welfare bill per capita	£2717.60	£2684.90			Aim to Minimise			2016/17
(ADC)PP/HW/008 Total number of benefit claimants	14.8%	15.2%			Aim to Minimise			2016/17

Housing

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/HO/001 Affordable homes delivered	103.00	70.00			Aim to Maximise			2016/17
(ADC)PP/HO/002 House prices	£120,500.00	£112,500.00			Aim to Maximise			2016/17
(ADC)PP/HO/003 Affordability ratio – house prices / yearly wage	5.11	5.16			Aim to Minimise			2016/17
(ADC)PP/HO/004 Housing Stock	54,520.00	54,100.00			Aim to Maximise			2016/17
(ADC)PP/HO/005 Homelessness accepted and in priority need per 1,000 households	1.77	1.67			Aim to Minimise			2016/17

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/HO/006 Fuel Poverty	9.3%	9.5%			Aim to Minimise			2016/17
(ADC)PP/HO/007 Percentage of private sector homes in the district non-decent	16.3%	31%			Aim to Minimise		Based on 2016 Stock Condition Survey of all tenures across the district following BRE methodology which uses Public Health England data. Non -decent figures relate to the presence of Category 1 hazards in a dwelling	2016/17

Economic Regeneration

Earning Levels

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/ER/001 Average workplace earnings level (weekly)	£452.30	£449.20			Aim to Maximise			2016/17
(ADC)PP/ER/002 Welfare bill per capita v resident wage level	Low welfare, low wages				Aim to Minimise			2016/17

Employment Levels

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/ER/003 Economic activity rate	76.7%	80%			Aim to Maximise			2016/17
(ADC)PP/ER/004 Job Density – employees per working age population	0.73%	0.71%			Aim to Maximise			2016/17

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/ER/005 JSA benefit claimants	1.5%	1.9%			Aim to Minimise			2016/17

Skills

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/ER/006 Level 3 or above	47.3%	41.6%			Aim to Maximise			2016/17
(ADC)PP/ER/008 Apprenticeships	1740	1750			Aim to Maximise			2016/17
(ADC)PP/ER/009 % of addresses with superfast broadband availability	88%	79.9%			Aim to Maximise			2016/17

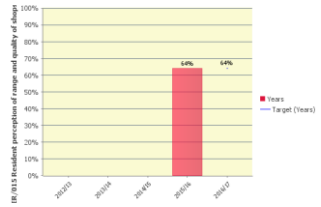
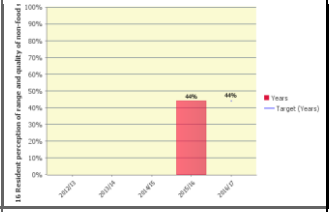
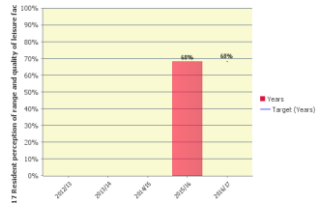
Businesses

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/ER/010 VAT level businesses	2455	2440			Aim to Maximise		Data no longer available, replaced by business entities – local units	2015/16
(ADC)PP/ER/010b Business entities – local units	3515	3245			Aim to Maximise			2016/17
(ADC)PP/ER/011 Business start-ups per 10,000 population	32.00	28.90			Aim to Maximise			2016/17
(ADC)PP/ER/012 Business closure per 10,000 population	19.03	24.89			Aim to Minimise			2016/17

Town Centres

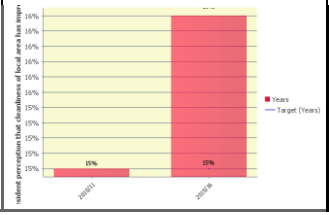
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/ER/014 Shop vacancy rates – % unoccupied	10.75%	<16%			Aim to Minimise		Data from Ashfield Retail Study undertaken in January 2016.	2015/16

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
							This data is currently being updated through further Retail Study which will complete in the summer 2017	
(ADC)PP/ER/013 Footfall	44,875	45,182			Aim to Maximise		24% Saturday and, average Monday to Saturday -18%, respective falls for Forest Street Sutton have significantly affected footfall figures for 2016. It should be noted that all other town centre figures are up. With The Broad Centre losing Home Bargains, Farm Foods and Shoe Zone, this could be the reason for the decline in footfall. Britains Jewellers, a long established business on this route are closing shortly too.	2016/17

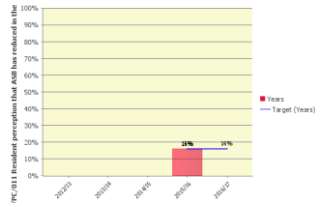
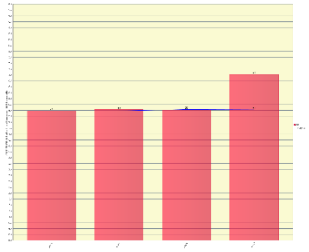
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/ER/015 Resident perception of range and quality of shops in town centres	64%		New	New	Aim to Maximise		Place survey measure March 2016	2015/16
(ADC)PP/ER/016 Resident perception of range and quality of non-food shops in town centres	44%		New	New	Aim to Maximise		Place survey measure March 2016	2015/16
(ADC)PP/ER/017 Resident perception of range and quality of leisure facilities in town centres	68%		New	New	Aim to Maximise		Place survey measure March 2016	2015/16

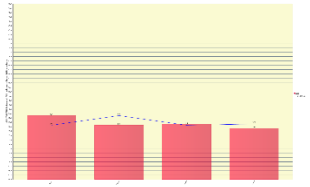
Place and Communities

Living in Ashfield

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/PC/005 Resident perception that cleanliness of local area has improved in the last 12 months	16%	15%			Aim to Maximise		Place survey measure March 2016	2015/16

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/PC/006 Resident satisfaction with the area as a place to live	86%	69%			Aim to Maximise		Place survey measure March 2016	2015/16
(ADC)PP/PC/007 People spending a great deal or fair amount of time in community and voluntary work	17%	No target - new	new	new	Aim to Maximise		Place survey measure March 2016	2015/16
(ADC)PP/PC/008 Resident perception of feeling safe during the day	62%	40%			Aim to Maximise		Place survey measure March 2016	2015/16
(ADC)PP/PC/009 Resident perception of feeling safe after dark	91%	83%			Aim to Maximise		Place survey measure March 2016	2015/16
(ADC)PP/PC/010 Resident perception of feeling safe at home at night	94%	No target - new	new	new	Aim to Maximise		Place survey measure March 2016	2015/16

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/PC/011 Resident perception that ASB has reduced in the last 12 months	16%	No target – new	new	new	Aim to Maximise		Place survey measure March 2016	2015/16
(ADC)PP/PC/012 All crime offences per 1,000 population	70.17	55.27			Aim to Minimise		Police recorded crime has increased significantly across England and Wales with much of the increase attributed to changes in recording practices. Nottinghamshire Police and OPCC can provide a more detailed explanation if required *Using benchmark of 'Most Similar Groups' data, provided to all forces, Ashfield performed 4th best against 15 peers in MSG group*	2016/17

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Note	Last Update
(ADC)PP/PC/013 Incidents of ASB – police recorded per 1,000 population	29.03	31.58			Aim to Minimise			2016/17

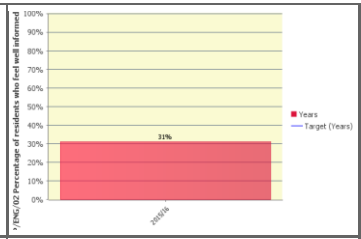
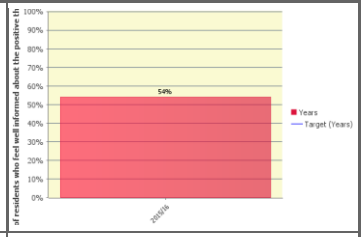
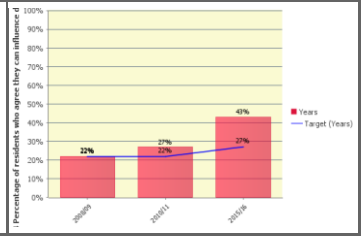
Corporate Scorecard Performance Report

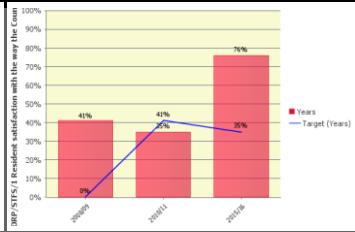
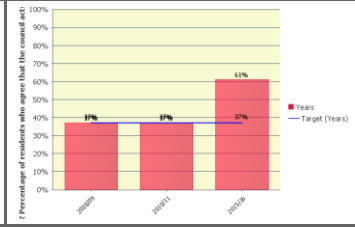
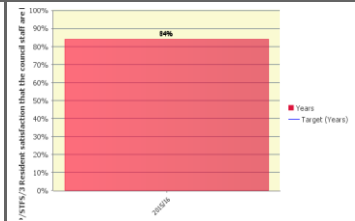
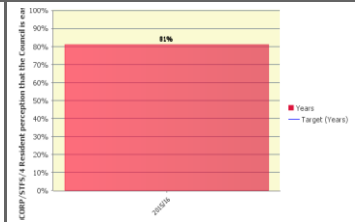
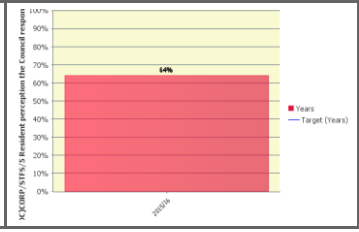
Generated on: 31 May 2017

Ashfield DISTRICT COUNCIL

Community and Customer

Customer Engagement

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/ENG/01 Success of engagement activity	New PI in development through Organisation Wide Customer Service Review							Q4 2016/17
(ADC)CORP/ENG/02 Percentage of residents who feel well informed about the budget	31% (2015/16)	New PI 2016	New	New	Aim to Maximise		Place Survey Measure - March 2016	2015/16
(ADC)CORP/ENG/03 Percentage of residents who feel well informed about the positive things the Council does for the local area	54% (2015/16)	New PI 2016	New	New	Aim to Maximise		Place Survey Measure - March 2016	2015/16
(ADC)CORP/ENG/04 Percentage of residents who agree they can influence decisions in their local area	43% (2015/16)	27%			Aim to Maximise		Place Survey Measure - March 2016	2015/16

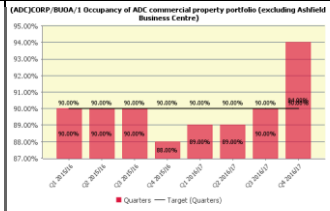
Customer Satisfaction								
Measure	**YTD Actual**	**YTD Target**	**RAG Status**	**Trend**	**Desired Direction of Travel**	**Trend Chart**	**Comments**	**Last Update**
(ADC)CORP/STFS/1 Resident satisfaction with the way the Council runs things	76% (2015/16)	35%			Aim to Maximise		Place Survey Measure – March 2016	2015/16
(ADC)CORP/STFS/2 Percentage of residents who agree that the council acts on concerns of residents	61% (2015/16)	37%			Aim to Maximise		Place Survey Measure – March 2016 *LGA National Poll June 2015 Benchmark – 59%*	2015/16
(ADC)CORP/STFS/3 Resident satisfaction that the council staff are friendly and polite	84% (2015/16)	New PI 2016	New	New	Aim to Maximise		Place Survey Measure – March 2016	2015/16
(ADC)CORP/STFS/4 Resident perception that the Council is easy to contact	81% (2015/16)	New PI 2016	New	New	Aim to Maximise		Place Survey Measure – March 2016	2015/16
(ADC)CORP/STFS/5 Resident perception the Council responds quickly	64% (2015/16)	New PI 2016	New	New	Aim to Maximise		Place Survey Measure – March 2016	2015/16

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/STFS/6 Percentage of Ombudsman complaints upheld v decisions made	0% (2015/16)	4.8%			Aim to Minimise		0 out of 17 decisions upheld 2016/17 Report due June/ July	2015/16

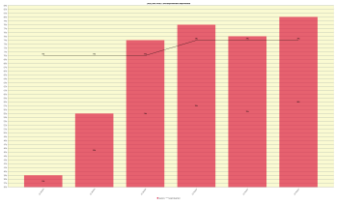
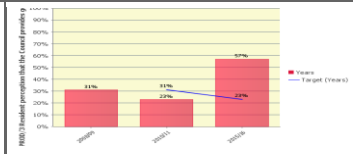
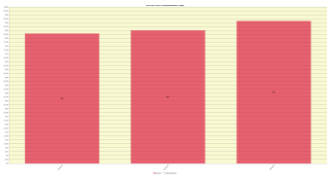
Service Standards								
Measure	**YTD Actual**	**YTD Target**	**RAG Status**	**Trend**	**Desired Direction of Travel**	**Trend Chart**	**Comments**	**Last Update**
(ADC)CORP/SERV/1 Number of services with customer satisfaction assessments in place	90%	70%			Aim to Maximise			2016/17
(ADC)CORP/SERV/2 Corporate service standards	New PI in development through Organisation Wide Customer Service Review							Q4 2016/17

Funding the Future Perspective

Better Use of Assets

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/BUOA/1 Occupancy of ADC commercial property portfolio (excluding Ashfield Business Centre)	94.00%	90.00%			Aim to Maximise		The occupation of Council commercial property is close to the target of 90%, and we have been able to replace vacating tenants with new tenants insuring the percentage occupancy remains stable whilst actively seeking additional tenants to increase the overall occupancy in future quarters.	Q4 2016/17

Productivity

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/PROD/2 Overall performance improvement	80%	74%			Aim to Maximise			Q4 2016/17
(ADC)CORP/PROD/3 Resident perception that the Council provides good Value for Money	57% (2015/16)	23%			Aim to Maximise		Place Survey Measure – March 2016 *LGA National Poll June 2015 Benchmark – 51%*	2015/16
(ADC)CORP/PROD/4 Overall performance v target	91%	New PI	New	New	Aim to Maximise		91% met or above target, further 7% within 10% of target.	Q4 2016/17

Resources								
Measure	**YTD Actual**	**YTD Target**	**RAG Status**	**Trend**	**Desired Direction of Travel**	**Trend Chart**	**Comments**	**Last Update**
(ADC)CORP/RSRC/1 Collection of council tax – summary of recent completed years	99.21% (2012/13)	99.2%			Aim to Maximise		Because of the size of the overall council tax debit (£60m) it can take up to four years to collect the tax for any given year	2012/13 updated in 2016/17
(ADC)CORP/RSRC/3 Percentage of Council Tax collected in current year	97.31%	97.50%			Aim to Maximise			Q4 2016/17
(ADC)CORP/RSRC/2 Collection of NNDR – summary of recent completed years	98.72%	98.7%			Aim to Maximise		Because of the size of the overall council tax debit (£33m) it can take up to four years to collect the tax for any given year	2012/13 updated in 2016/17
(ADC)CORP/RSRC/4 Percentage of NNDR collected in current year	97.86%	98.50%			Aim to Maximise			Q4 2016/17
(ADC)CORP/RSRC/5 Percentage of rent collected from total rent due	99.74%	99.00%			Aim to Maximise			Q4 2016/17

Organisational Effectiveness

Delivery

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/01 Delivery of Corporate plan % of actions implemented or on track	84%	90%			Aim to Maximise		62% of projects are now completed with a further 22% on track, only 16% across the whole Corporate Plan are off track and reviewed for 17/18	Q4 2016/17

Delivery - Health and Wellbeing Priority

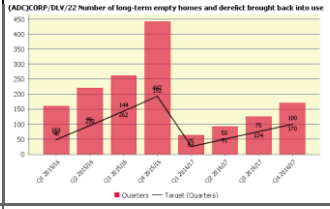
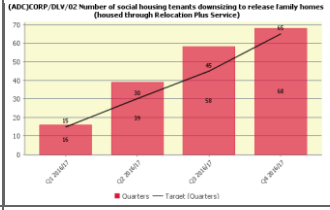
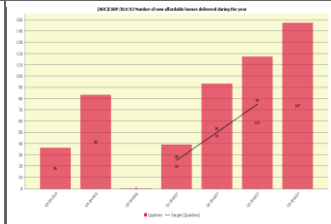
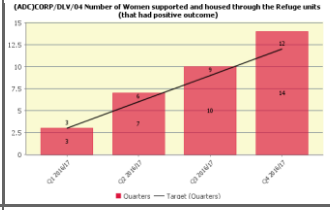
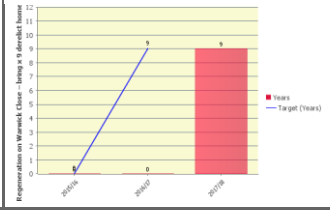
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/32 Number of user attendances at ADC leisure facilities	1,459,524	1,415,000			Aim to Maximise		Despite uncertainties surrounding the leisure centre review, attendance continues to gain ground and further enhanced by the inclusion of community based activity attendances organised by the leisure operator	Q4 2016/17
(ADC)CORP/DLV/33 Percentage of physically active adults in Ashfield	57.4% (2015 data)	56.8%			Aim to Maximise		Public Health England Health Profile Ashfield 2016 – % adults achieving at least 150 mins physical activity per week in 2015 All England benchmarking Mean average 57% = same as average	2016/17

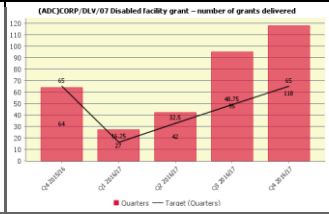
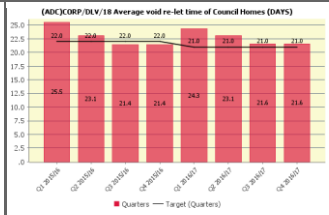
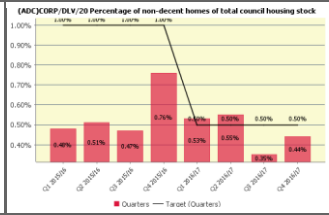
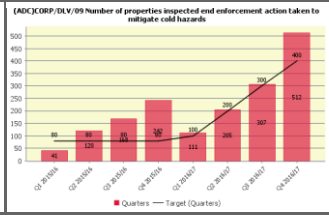
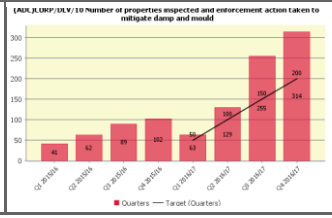
Delivery - Regeneration Priority								
Measure	**YTD Actual**	**YTD Target**	**RAG Status**	**Trend**	**Desired Direction of Travel**	**Trend Chart**	**Comments**	**Last Update**
(ADC)CORP/DLV/35 NNDR rateable value	£83,243,263	£80,151,729			Aim to Maximise			2017/18
(ADC)CORP/DLV/48 Number of market stalls occupied – outdoor only	6,873	7,159			Aim to Maximise		April – June 1880; July – Sept – 1811; Oct – Dec 1847 , 1335 Jan to March	Q4 2016/17
(ADC)CORP/DLV/39 Number of value-added market events and supported community events	22	20			Aim to Maximise			Q4 2016/17
(ADC)CORP/DLV/49 Number of commercial empty properties brought back into use	2	New PI		New	Aim to Maximise		Includes a workshop premises and a take-away establishment. A further premises has been visually improved but has yet to re-open (but is likely to open this quarter)	Q4 2016/17

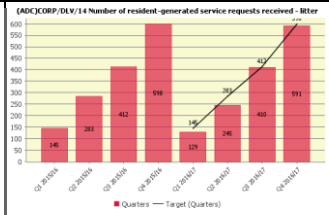
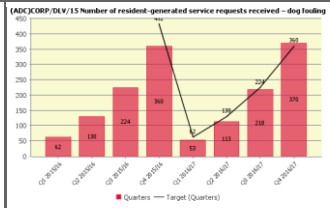
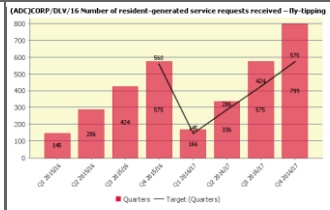
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/50 Number of dilapidated buildings visually improved	14	New PI		New	Aim to Maximise		A more focussed approach and a targeted month of action has resulted in visual improvement in a significant number of properties. This has included improvements such as clearing land of accumulations of waste, renovation of buildings prior to occupation and redecoration. Whilst significant progress has been made with informal approaches to building owners, formal action has been instigated in a number of case which will facilitate enforced sale of the premises. Remedial works contained in a 215 notice for one premises have commenced resulting in a visual improvement in quarter 1 of the 17/18 financial year.	Q4 2016/17
(ADC)CORP/DLV/41 Processing of major planning applications within 13 weeks – by quarter – cumulative year-end data	91.00%	75.00%			Aim to Maximise		*CIPFA Family Group benchmarking* *Qu 3 2016/17* *Within 13 weeks or agreed time* *ADC 80%* *Family group average 90%* *= 3rd quartile* *Year-end position estimate 2nd quartile*	Q4 2016/17
(ADC)CORP/DLV/42 Processing of minor planning applications within eight weeks – by quarter – cumulative year-end data	90.00%	87.00%			Aim to Maximise		*CIPFA Family Group benchmarking* *Qu 3 2016/17* *Within 8 weeks or agreed time* *ADC 89%* *Family group average 91%* *= 3rd quartile* *Year-end position estimate 3rd quartile*	Q4 2016/17

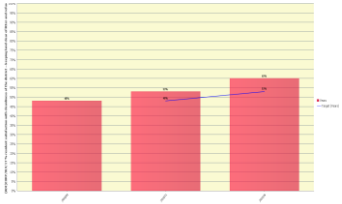
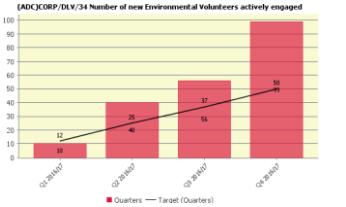
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/43 Processing of other planning applications within eight weeks – by quarter – cumulative year-end data	96.00%	94.00%			Aim to Maximise		*CIPFA Family Group benchmarking* *Qu 3 2016/17* *Within 8 weeks or agreed time* *ADC 97%* *Family group average 92%* *= top quartile* *Year-end position estimate 2nd quartile*	Q4 2016/17

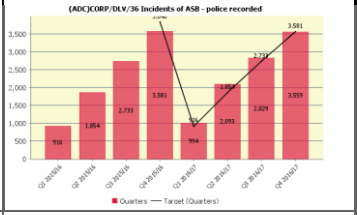
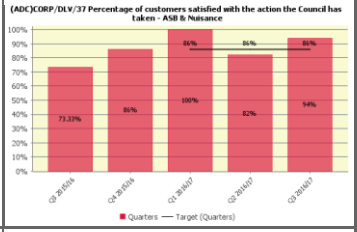
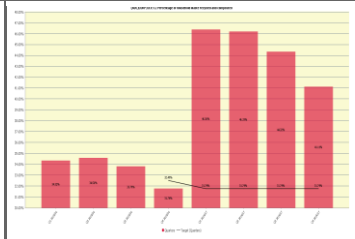
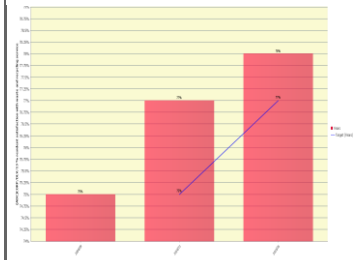
Delivery - Housing Priority								
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/11 Number of homeless people due to DV	27	40			Aim to Minimise			Q4 2016/17
(ADC)CORP/DLV/19 Number of supported housing units available across the district	6	6		New	Aim to Maximise		New PI 2016/17	2016/17
(ADC)CORP/DLV/47 Number of households prevented from becoming homeless	61	25			Aim to Maximise		Improvement target of 100 set for 2017/18 in order to increase prevention activity in line with new requirements of Homelessness Reduction Act	Q4 2016/17

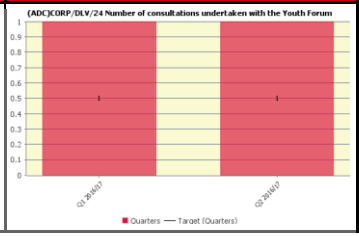
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/22 Number of long-term empty homes and derelict brought back into use	170	100			Aim to Maximise		New officer in post after loss of officer, expected to exceed q3&q4	Q4 2016/17
(ADC)CORP/DLV/02 Number of social housing tenants downsizing to release family homes (housed through Relocation Plus Service)	68	65			Aim to Maximise			Q4 2016/17
(ADC)CORP/DLV/03 Number of new affordable homes delivered during the year	147	100			Aim to Maximise		*CIPFA Family Group benchmarking 2015/16* *No of affordable homes delivered (gross)* *Family group average 47, top quartile 60 +* *Year-end estimate top quartile*	Q4 2016/17
(ADC)CORP/DLV/04 Number of Women supported and housed through the Refuge units (that had positive outcome)	14	12			Aim to Maximise			Q4 2016/17
(ADC)CORP/DLV/05 Regeneration on Warwick Close - bring x 9 derelict homes back into use	9	9			Aim to Maximise			Q4 2016/17

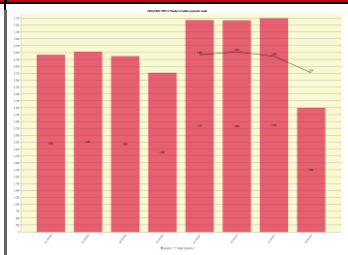
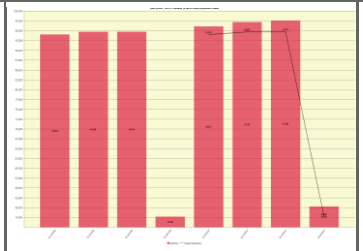
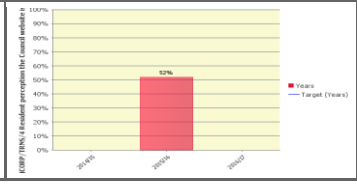
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/07 Disabled facility grant - number of grants delivered	118	65			Aim to Maximise		this figure is accumulative	Q4 2016/17
(ADC)CORP/DLV/18 Average void re-let time (DAYS)	21.6	21.0			Aim to Minimise		The end of year performance was slightly above target due to a number of difficult to let studio flats within sheltered housing courts taking a disproportionate amount of time to let.	Q4 2016/17
(ADC)CORP/DLV/20 Percentage of non-decent homes of total housing stock	0.44%	0.50%			Aim to Minimise			Q4 2016/17
(ADC)CORP/DLV/09 Number of properties inspected end enforcement action taken to mitigate cold hazards	512	400			Aim to Maximise		Officers working at high levels with targeted enforcement which yields greater results in Q2/Q3/Q4 due to seasonality issues (Spring is often much lower Q1).	Q4 2016/17
(ADC)CORP/DLV/10 Number of properties inspected and enforcement action taken to mitigate damp and mould	314	200			Aim to Maximise			Q4 2016/17

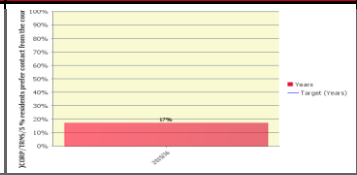
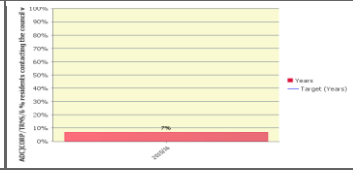
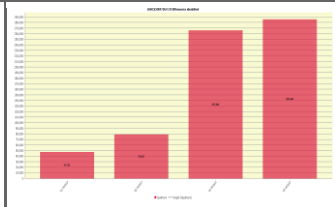
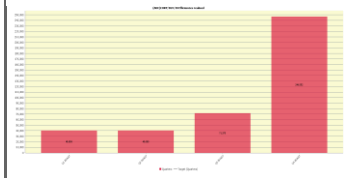
Delivery - Place and Communities Priority								
Measure	**YTD Actual**	**YTD Target**	**RAG Status**	**Trend**	**Desired Direction of Travel**	**Trend Chart**	**Comments**	**Last Update**
(ADC)CORP/DLV/14 Number of resident-generated service requests received - litter	591	598			Aim to Minimise		In partnership with Keep Britain Tidy a campaign against vehicle litter has been underway in Ashfield which has seen a 45% reduction in litter in the targeted areas. This approach will be rolled out across the district to target hot spot areas where fast food litter is often found.	Q4 2016/17
(ADC)CORP/DLV/15 Number of resident-generated service requests received - dog fouling	370	360			Aim to Minimise		Hard hitting imagery that highlights the impact dog fouling has on the area and citizens has helped to support a reduction in instances of dog fouling in the district, however the anticipated seasonal increase in dog fouling due to the dark nights is anticipated and the 'we're watching you' glow in the dark campaign signs are being moved into hot spot areas to continue to tackle the issue.	Q4 2016/17
(ADC)CORP/DLV/16 Number of resident-generated service requests received - fly-tipping	799	575			Aim to Minimise		Nationally there was downward trend in instances of fly tipping until 2013/14 when an increase was starting to be seen. This trend has continued through 15/16 with 852,000 instances across the country which equates to a 5.2% national increase. In Ashfield targeted action is being taken to reduce the impact of fly tipping on the district, with the building and contractor waste and household furniture still accounting	Q4 2016/17

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
							for the majority of incidents, officers are trying different tactics to address the issue. The Even Cleaners Streets campaign is working on creating some hard hitting imagery and work around hot spot mapping, and signage trials are under way. A recent change in legislation means that FPNs can be used with an instant fine of up to £400 when evidence is found in small fly tips. The latest campaign is working on gathering crucial evidence for the repeat offenders to progress to large prosecutions. An Enforcement Officer is now working with Environmental Services in this area of focus.	
(ADC)CORP/DLV/17 % resident satisfaction with cleanliness of the district – keeping land clear of litter and refuse	60% (2015/16)	53%			Aim to Maximise		Place Survey Measure – March 2016	2015/16
(ADC)CORP/DLV/34 Number of new Environmental Volunteers actively engaged	99	50			Aim to Maximise			Q4 2016/17

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/36 Incidents of ASB – police recorded	3,559	3,581			Aim to Minimise			Q4 2016/17
(ADC)CORP/DLV/37 Percentage of customers satisfied with the action the Council has taken – ASB & Nuisance	96%	86%			Aim to Maximise			Q4 2016/17
(ADC)CORP/DLV/12 Percentage of household waste recycled and composted	41.11%	31.74%			Aim to Maximise		This is the final figure for 2016/17. An expected dip from Quarter 3 due to the Garden Waste service not running during the winter months. However there is a significant increase of 9.37% year on year *CIPFA Family Group benchmarking 2015/16* *ADC 31.82%* *Family group average 39.58%* *= bottom quartile* *Year-end estimate 2nd (40.72-45.63%)*	Q4 2016/17
(ADC)CORP/DLV/13 % resident satisfaction with waste and recycling service	78%	77%			Aim to Maximise		Place Survey Measure – March 2016	2015/16

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/24 Number of consultations undertaken with the Youth Forum	1	New PI 2016/17	New	New	Aim to Maximise		December and January meetings not going ahead. Contribution received in relation to social media input.	Q4 2016/17

Delivery - Organisational Improvement Priority								
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/TRNS/2 Number of online payments made	27,582	25,087			Aim to Maximise			Q4 2016/17
(ADC)CORP/TRNS/3 Number of direct debit payments made	341,042	331,088			Aim to Maximise			Q4 2016/17
(ADC)CORP/TRNS/4 Resident perception the Council website is easy to use	52%	New PI 2016	New	New	Aim to Maximise		Place Survey Measure – March 2016	2015/16

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/TRNS/5 % residents prefer contact from the council via email	17%	New PI 2016	New	New	Aim to Maximise		Place Survey Measure – March 2016	2015/16
(ADC)CORP/TRNS/6 % residents contacting the council via email	7%	New PI 2016	New	New	Aim to Maximise		Place Survey Measure – March 2016	2015/16
(ADC)CORP/DLV/29 level of efficiencies identified through service reviews	£285,444	New PI 2016	New	↑	Aim to Maximise		Relates to maximum efficiencies identified from service reviews prior to consultation and final decision	Q4 2016/17
(ADC)CORP/DLV/30 level of efficiencies from service reviews realised	£246,552	£154,000	✓	↑	Aim to Maximise		Relates to efficiencies agreed from service reviews following consultation and final decision. Target of £154k in 2016/17 savings strategy. Although this has been achieved, most of the reductions to budget were made from April 2017/18	Q4 2016/17
(ADC)CORP/DLV/31 return on investment from transformation projects	47%	New PI 2016/17	New	New	Aim to maximise		Initial transformation projects have been legal case mgt system and replacement LLPG, realising a total of £18k net efficiency per annum against an upfront investment of £38k	2016/17

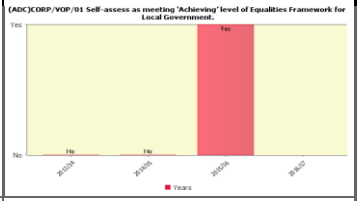
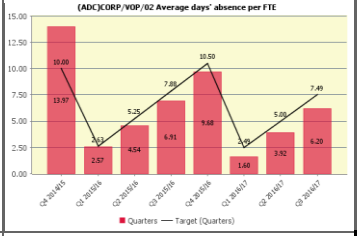
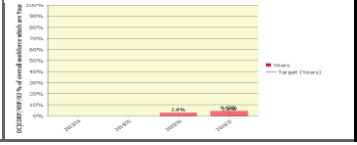
Our People

Developing Our People

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DOP/01 Achieve Silver Standard of the Nottinghamshire Workplace Health Award Scheme	Yes	Yes			Aim to Meet			2016/17

Transforming Our Organisation

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/TROG/1 % employees who feel valued by ADC as an organisation	46% (2015/16)	33%			Aim to Maximise		Next survey 2017, target 55%	2015/16
(ADC)CORP/TROG/2 employee satisfaction with ADC as an 'employer of choice	New	New	New	New	Aim to Maximise		New measure for next survey in 2017, target 60%	new
(ADC)CORP/TROG/3 Percentage of employees feel that Ashfield District Council is a good place to work	70%	62%			Aim to Maximise		This is dependent upon the employee survey which is run every two years. Next survey 2017	2015/16
(ADC)CORP/TROG/4 Employee satisfaction with their job	62%	60%			Aim to Maximise		This is dependent upon the employee survey which is run every two years. Next survey 2017	2015/16

Valuing Our People								
Measure	**YTD Actual**	**YTD Target**	**RAG Status**	**Trend**	**Desired Direction of Travel**	**Trend Chart**	**Comments**	**Last Update**
(ADC)CORP/VOP/01 Self-assess as meeting 'Achieving' level of Equalities Framework for Local Government.	Yes	Yes			Aim to Maximise			2015/16
(ADC)CORP/VOP/02 Average days' absence per FTE	8.53	10.00			Aim to Minimise		*CIPFA Family Group benchmarking 2014/15* *ADC 14 days* *Family group average 9.6 days* *= bottom quartile* *Now moving towards 2nd*	Q4 2016/17
(ADC)CORP/VOP/03 % of overall workforce which are Young People	4.42%	2.8%			Aim to Maximise			2016/17

Ashfield
DISTRICT COUNCIL

Report To:	Cabinet	**Date:**	22nd June 2017
Heading:	CORPORATE RISK – YEAR END 2016/17 POSITION		
Portfolio Holder:	CLLR CHERYL BUTLER – LEADER OF THE COUNCIL		
Ward/s:			
Key Decision:	NO		
Subject To Call-In:	NO		

Purpose Of Report

For Cabinet to review the Corporate Risk Register and the analysis of movement in risk and mitigating actions in respect of those risks.

Recommendation(s)

- Cabinet are asked to note the current significant items on the Register and to consider whether any further immediate actions are necessary to mitigate those risks.

Reasons For Recommendation(s)

To prioritise and manage the mitigation of Risk in order that the Council can achieve its objectives

Alternative Options Considered (With Reasons Why Not Adopted)

None

Detailed Information

Context/Background

All strategic risks at corporate and directorate level are incorporated into the Covalent performance system to enable quarterly updates at the same time as updating performance, therefore enhancing the consideration of risk in the delivery of services.

The Risk Template was revised to incorporate new columns to ensure we identify:-

- business continuity links
- ability to influence
- actions required and milestones separate to actions completed

Corporate Risk Strategy

The Corporate Risk Strategy has been reviewed with amendments made where necessary to reflect updates to organisational working arrangements. See attached at Appendix 1

Corporate Risk Register

See attached at Appendix 2

Risk Rating Summary

	2012/13 Qu 4	2013/14 Qu 4	2014/15 Qu4	2015/16 Qu4	2016/17 Qu4
Signif	23	15	10	10	9
Medium	10	11	9	7	6
Low	1	8	7	5	2
Total	34	34	26	22	17

Current assessments indicate that **levels of significant risks have continued to reduce whilst the total number of Corporate Risks has reduced.**

Those significant risks remaining are (* mitigatable, and remained significant over last 12 months):-

- Failure to have adopted LDF
- Idlewells Market (expected to be mitigated by November 2017)
- Ethical framework *
- Impact of 1% rent reduction
- Failure to make required savings as identified in MTFS*
- Ability to achieve efficiencies and compliance in procurement*

Risk Audit Update

An Internal Audit of risk was undertaken in 2016/17, the recommendations were:-

- Corporate Risk Strategy review of governance structure – completed and reflected in update to Strategy appended to this report.
- Ensure employees attend risk management training –currently being incorporated into corporate training programme
- Ensure risk management training built into Member training schedule – currently being incorporated into Member training programme
- Ensure overdue operational risks query viewable in covalent – completed and reported quarterly
- Non movement of mitigatable risk - included in this report

Implications

Corporate Plan:

Effective risk management will enable the delivery of corporate and service level priorities, particularly ensuring our people, structures, systems, processes and practices are ‘fit for purpose’ and remove barriers to improvement and growth.

Legal:

No direct legal implications

Finance:

This report is effective from 01/06/2017 and has the following financial implications:

Budget Area	Implication
General Fund – Revenue Budget	There may be resource implications to the improvement or mitigation of risk. Financial risks are incorporated into the Corporate Risk Register. A separate report to Cabinet approved by Council will be required if additional costs cannot be contained within existing budgets
General Fund – Capital Programme	
Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

Human Resources / Equality and Diversity:

There is a need to ensure that service managers are clear with regards to the Corporate Risk Strategy and the requirement to follow the consistent processes contained therein. Risk Management training is a priority and refresher training is currently being scheduled for Members and Officers

Other Implications:

None

Reason(s) for Urgency (if applicable):

Not applicable

Background Papers

Corporate Risk Strategy – updated February 2017
Detailed Corporate Risk Register – Year end 2016/17

Report Author and Contact Officer

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j.froggatt@ashfield-dc.gov.uk

Rob Mitchell
CHIEF EXECUTIVE

Corporate Risk Management Strategy & Process

Revised December 2016

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1. Ashfield District Council Risk Management Strategy - Introduction

1.1 Philosophy and aims

Our philosophy:
Ashfield District Council will seek to embed risk management into its culture, processes and structure to ensure that opportunities are maximised. Ashfield District Council will seek to encourage managers to identify, understand and manage risks, and learn how to accept the right risks. Adoption of this strategy must result in a real difference in Ashfield District Council's behaviour.

1.2 Purpose

The purpose of this risk strategy document is to set out in clear simple terms how risk management should work within Ashfield District Council and become embedded in the culture.

It therefore aims to:

- Develop risk management and raise its profile across the Council, and ensure that risk management becomes a living tool.
- Make risk management part of normal business and therefore incorporated within all decision making processes.
- Integrate risk management into the culture of the Council.
- Ensure that all risks are managed in accordance with best practice.
- Create effective processes that will allow risk management assurance statements to be made annually.

1.3 What is risk management?

Risk Management can be defined as:

"The management of integrated or holistic business risk in a manner consistent with the virtues of economy, efficiency and effectiveness. In essence it is about making the most of opportunities (making the right decisions) and about achieving objectives once those decisions are made. The latter is achieved through controlling, transferring and living with risks"
ZMMS/SOLACE, Chance or choice?, July 2000

Risk management therefore is essentially about identifying all the obstacles and weaknesses that exist within the Council. A holistic approach is vital to ensuring that all elements of the organisation are challenged including our decision making processes, work with partners, consultation processes, existing policies and procedures as well as the effective use of all assets – including our staff. Once the obstacles have been identified the next stage is to prioritise them to identify the key obstacles to the organisation moving forward. Once prioritised it is essential that steps are taken to then effectively manage those key obstacles / risks. The result is that major obstacles or

blockages that exist within the organisation can be mitigated to provide the council with a greater chance of being able to achieve its objectives and provide services.

Risk management needs to be seen as a strategic tool and an essential part of effective and efficient management and planning.

1.4 Why do we need a risk management strategy?

Risk management will, by aligning to the business planning and performance management processes, strengthen the ability of the Council to achieve our objectives and enhance the value of the services we provide.

Also, Risk Management will, by aligning to the Business Continuity processes, strengthen the ability of the Council to react to all situations and protect its own interests and those of the district, ensuring essential service delivery.

However it is also something we are required to do, for example:

- The CIPFA/SOLACE framework on Corporate Governance requires the Council to make a public assurance statement annually, on amongst other areas, the Council's risk management strategy, process and framework. The framework requires us to establish and maintain a systematic strategy, framework and processes for managing risk.
- Risk management was a key discipline identified in the Organisational Assessment, particularly looking at whether an authority has assessed the risks inherent in its corporate and service plans. This requirement has now been removed, however, is recognised as good practice.
- Risk management is now considered standard practice in both the public and private sectors.
- To meet our statutory obligations such as Civil Contingencies Act, providing emergency response and planning and providing for emergency assistance.

1.5 Benefits of risk management

Successful implementation of risk management will produce many benefits for the Council if it becomes a living tool. These include:

- Increased chance of achieving strategic objectives as key risks are identified and minimised.
- Achieves buy-in to risk (and action) for officers and members.
- An organisation can become less risk averse (because you understand risks).
- Improved performance, accountability and prioritisation - feeds into and aligns with the performance management framework.
- Better governance can be demonstrated to stakeholders.
- Control and mitigation of business continuity risk

1.6 Link to Corporate Objectives

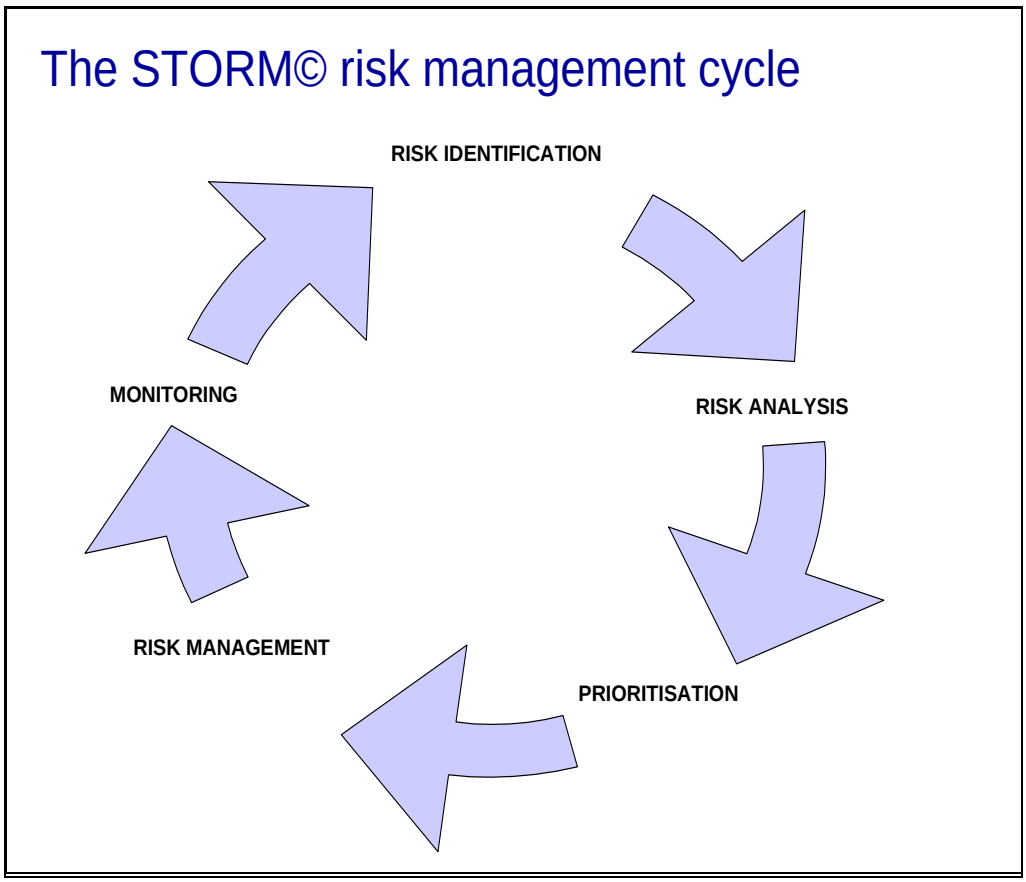
Adequate risk management arrangements link to the authority's Organisational Improvement priority. However, the minimisation of risks also enables all of the council's priorities to be achieved. The identification of risk relating to the achievement of performance and improvement is a key aspect of the performance management framework.

2. Implementing a risk management process

This section covers the implementation of the risk management process within the Council. In order to implement risk management within the Council managers and staff need to become familiar with, and have guidance on, the:

- risk management process,
- roles and responsibilities of officers and members,
- reporting and monitoring.

2.1 The Risk Management Cycle



Implementing the strategy involves adopting a systematic and robust process. The following risk management cycle describes the processes that should be followed.

Step 1 Identifying risks facing the Council.

The identification of risks is derived from both a 'top down' (corporate planning) and a 'bottom up' (operational/business continuity level) process of risk assessment resulting in coverage of the whole Council.

Step 2 Analysing the risks

The risks are analysed and reported in a corporate standard format. (See Appendix 3)

Step 3 Prioritising the risks

The process then prioritises the risks resulting in a focus on the key risks and priorities i.e. those risks most likely to happen and with the greatest impact

Step 4 Managing of the risks through action plans

The risks are then managed through the development of appropriate risk management action plans. The Corporate standard template incorporates risk identification and action planning.

Step 5 Monitoring of the action plans and the risks

Risks are managed through the performance management framework at least once every six months, whilst monitoring the delivery of the service and corporate action plans.

The cycle is continuous and should be followed on a regular basis.

The risk management process is described in detail in Appendix 1.

2.2 Roles and Responsibilities

The following describes the roles and responsibilities that members and officers will play in introducing, embedding and owning the risk management process:

Members

Members have a responsibility to understand the corporate/strategic risks that Ashfield District Council faces, and will be made aware of these risks, and progress on their management, via annual reports to Cabinet and regularly through the Programme Management process and Programme Highlight reports to Priority Theme Boards.

Member's key tasks are:

- Approving the Corporate Risk Management Strategy
- Monitoring the Council's risk management and internal control arrangements via annual reports to Cabinet, and regular Priority Theme Board Programme Highlight reports

- Approving the public disclosure of the annual outcome of this assessment (the assurance statement), and publishing it in the annual Statement of Accounts.

Corporate Leadership Team (CLT)
The Corporate Leadership Team is pivotal in leading the promotion and embedding of risk management within the Council. In addition they have an important role in identifying and managing risks.

Corporate Leadership Team's key tasks are:
- Recommending to Cabinet the Corporate Risk Management Strategy and its subsequent revision.
- actively being involved in the assessment and management of risks on a biannual basis, at Corporate strategic level
- being actively involved in the identification, assessment and management of risks within their directorates as part of the service planning process.
- supporting and promoting risk management throughout the Council,
- support the Risk Management Sponsor

Risk Management Sponsor – Strategic Planning Risk
The Risk Management Sponsor (Strategic Planning Risk) will lead the championing and embedding of strategic risk management and drive its implementation within the Council. This role is part of the duties of the Corporate Performance and Improvement Manager.

Responsibilities will include:
- compile, and report biannually (from Covalent), to CLT all corporate risks, including the risks escalated up from the Directorate level, and lead their identification, assessment and management of strategic risks on a biannual basis
- produce an annual report to Cabinet on the progress of strategic risk management, the risks, and action in managing them,
- support and advise the CLT on strategic risk management issues
- communicate the benefits of effective strategic risk management to all members of Ashfield District Council
- ensure the alignment of risk within strategic planning and performance and improvement processes

All Employees
All employees need to understand their role in the risk management process and why they should be concerned with risk in order to achieve their objectives and to deliver key services. They need to know how to evaluate risks and when to accept the right risks in order to pursue an opportunity.

To do this all employees will need to have an understanding of the different risk s and different management techniques available to use and when to use them. This will ensure that the most effective tool is used to give the maximum benefit for the least amount of effort.

2.3 Reporting and monitoring

The responsibility for monitoring and reviewing the corporate risk is the responsibility of the Corporate Leadership Team who is required to do this biannually.

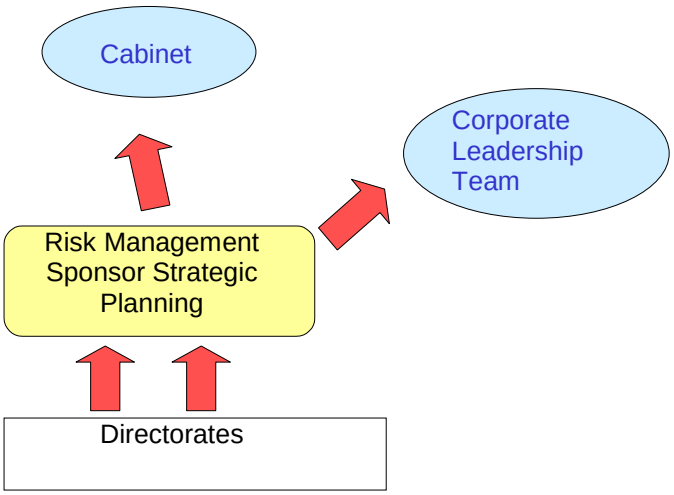
Service Risk Registers should be reviewed as a minimum annually by the respective Service Manager.

Service Directors are responsible for escalating risks, those above the risk tolerance line to the Corporate Leadership Team who will determine if they should be included on the Corporate Risk Register. This should be done through the Risk Management Sponsor – Strategic Planning.

The Risk Management Sponsor – Strategic Planning will report progress on the risk management process, and key risks, annually to Cabinet. They will also be responsible for reviewing the Corporate Risk Management Strategy and most effective risk management processes on an annual basis.

The action plans developed to manage the Strategic risks will be aligned to the Performance Management Framework and will be monitored through the Performance Management System Covalent. This will ensure the integration of risk management with other processes and ultimately ensure its profile and success is maintained.

The framework for reporting risk is summarised below:



It is our ultimate aim for risk assessments to be included in all policies and reports, as well as in our partnership working arrangements, so that risk is considered in everything the Council does. However this will develop in the future as the implementation of risk management continues and becomes more embedded as a process within the Council.

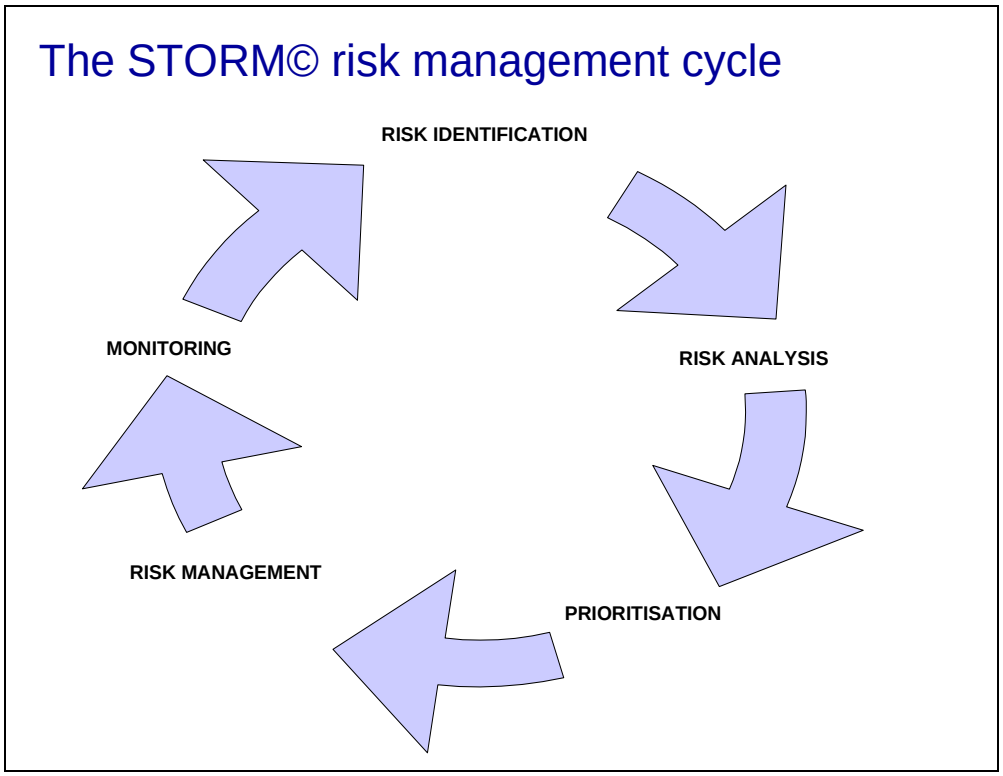
Conclusion

The adoption of a sound risk management strategy should achieve many benefits for Ashfield District Council. It will help with business planning, the achievement of objectives, the demonstration of continuous improvement and will go a long way to demonstrate effective corporate governance.

The challenge however is to implement this comprehensive risk management process without significantly increasing workloads. This should be achieved by the integration of risk management into existing processes and reviews rather than as a separate process.

Appendix 1 – The risk management process

The methodology that will be adopted by Ashfield District Council will be the Zurich Municipal Management Services (ZMMS) STORM© methodology. STORM© (Strategic and Tactical, Organisational Risk Management) is a structured, systematic methodology that identifies, evaluates, prioritises and manages risk at strategic, tactical and operational levels and guides the formation of a Risk Management Strategy. A key element of STORM© involves embedding a risk management culture in all staff and members so that Ashfield District Council can successfully take the process forward into the future.



The key stages are based on the risk management cycle (above), and all aspects of the process are explained in detail below.

Stage 1 - risk Identification

The initial approach at Ashfield District Council was to have individual interviews with the senior managers and Members to identify the key strategic and cross cutting risks facing the Council. However it will be for each Division to decide upon the appropriate approach to identifying its key risks as this process is cascaded down throughout Ashfield District Council.

Therefore in taking the process forward divisions may use the interview approach to identify their risks, or use a facilitated workshop approach to risk identification. Both approaches are outlined briefly below:

Interviews for risk identification
Interviews are a suitable risk identification technique when there are hidden issues (because they are anonymous) or when it is not practical to gather a group of people together. Interviews are often a more effective way to reveal risks than facilitated workshops as they allow people to be more open and honest in revealing their concerns. Interviews are also more time effective for the interviewee's as they only require up to two hours on their specific issues rather than spending a half-day, or more, in a general workshop.

The objective of an interview is to identify the risks, their causes and consequences. Effective questioning, by experienced interviewers, will allow concerns, problems and potential risks and opportunities to be revealed. . It is therefore important that the interviewers challenge the interviewees about the risks and drill down into the issues to fully identify all the causes and consequences.

Also important is that the interviewees are chosen from across the Council or service to get a full picture of the risks present. And it is vital that the confidentiality of the interviews is respected and issues are not attributed directly to individuals.

Workshops for risk identification

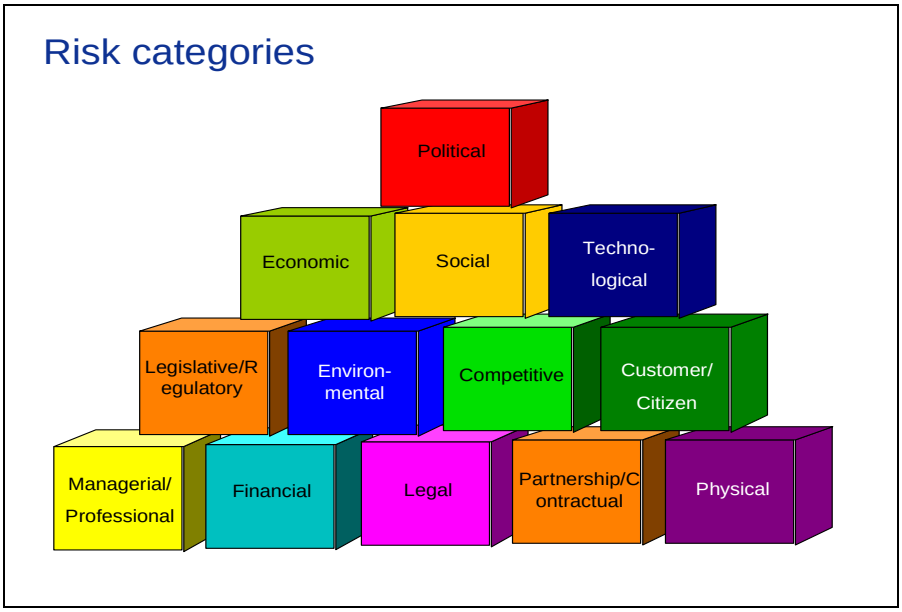
An alternative is to run facilitated workshops within services encouraging employees to share their concerns, problems and potential risks that they foresee.

Workshops should consist of a representative group of employees from across the Council, or service, and need effective facilitation to be successful. Again the objective of a workshop is to identify the risks, their causes and consequences. It is up to the facilitator to ensure that the risks are explored in sufficient depth and that all opinions are shared and captured.

However regardless of the risk identification technique being used is suggested that the following categories of possible risk areas be used. They should act as a prompt and as a trigger for employees involved in the process. They will therefore ensure that a holistic approach to risk identification is taken and that the risk process does not just concentrate on operational, financial or legal risks.

Service Level Strategic Planning and Performance Management

Alongside the two above approaches, each Service will review any relevant risks in the achievement of performance and improvement activity, and therefore achievement of Corporate Priorities. This will be undertaken annually as part of the service planning process, and reviewed as a minimum twice a year as part of the performance management framework. The Corporate Timeline Managers Checklist includes prompts for service managers to review risk on a regular basis (Appendix 2)



Risk	Definition	Examples
Political	Associated with the failure to deliver either local or central government policy or meet the local administration's manifest commitment	New political arrangements, Political personalities, Political make-up
Economic	Affecting the ability of the council to meet its financial commitments. These include internal budgetary pressures, the failure to purchase adequate insurance cover, external macro level economic changes or consequences proposed investment decisions	Cost of living, changes in interest rates, inflation, poverty indicators
Social	Relating to the effects of changes in demographic, residential or socio-economic trends on the council's ability to meet its objectives	Employee levels from available workforce, ageing population, health statistics
Technological	Associated with the capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. They may also include the consequences of internal technological failures on the council's ability to deliver its objectives	E-Gov. agenda, IT infrastructure, Employee/client needs, security standards
Legislative	Associated with current or potential changes in national or European law	Human rights, appliance or non-appliance of TUPE regulations
Environmental	Relating to the environmental consequences of progressing the council's strategic objectives	Land use, recycling, pollution
Professional/ Managerial	Associated with the particular nature of each profession, internal protocols and managerial abilities	Employee restructure, key personalities, internal capacity
Financial	Associated with financial planning and control	Budget overspends, level of council tax, level of reserves

Legal	Related to possible breaches of legislation	Client brings legal challenge
Physical	Related to fire, security, accident prevention and health and safety	Offices in poor state of repair, use of equipment
Partnership/ Contractual	Associated with failure of contractors and partnership arrangements to deliver services or products to the agreed cost and specification	Contractor fails to deliver, partnership agencies do not have common goals
Competitive	Affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value	Fail to win quality accreditation, position in league tables
Customer/ Citizen	Associated with failure to meet the current and changing needs and expectations of customers and citizens	Managing expectations, extent of consultation

The risk identification stage should also include a review of published information such as corporate/service plans, strategies, financial accounts, media mentions, inspectorate and audit reports etc.

Stage 2 – risk analysis

The information gathered from the risk identification processes above should be analysed and risk scenarios developed for the key concerns using the Risk Register and Action Plan (see Appendix 3). The Risk Register and Action Plan (Corporate and Service) should include a clear description of the risk, priority rating of the risk and proposed action. Generally, where interviewees have perceived a risk, which has been corroborated by others, the risk should appear in the scenarios – particularly if it is backed up by available evidence.

Risks identified in workshops should already have been captured in an approximate risk scenario format and should only require checking or modifying slightly.

Risk scenarios also illustrate the possible consequences of the risk if it occurs so that its full impact can be assessed. An example risk scenario is provided below:

risk scenario

Vulnerability	Trigger	Consequence
There are a number of senior managers leading on key tasks within the organisation with limited cover or sharing of information to best effect. The pressure on managers is high and constant.	Key senior manager(s) leaves / unavailable	• Key tasks not done • Key issues missed • Tasks passed onto other staff • Increased pressure across and down the Council • Employee stress and illness • Claims against the Council • Recovery effected/stops • Intervention • Image of the Council damaged • Future recruitment is difficult

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Stage 3 – prioritisation

Following identification and analysis the risk scenarios need to be evaluated.

This should look at the risk scenarios and decide on their ranking according to the probability of the risk occurring and its impact if it did occur. The matrix (shown over) should be used to plot the risks and once completed this risk profile clearly illustrates the priority of each scenario.

It is essential at this stage that there is agreement around the timescales being used. The profiling group will agree if the risks are to be profiled over a 12-18 month timescale or a 3-4 year timescale. It will often depend on what the information will be used for – annual planning or 3-year planning. Impact should be assessed against the achievement of the Corporate, or service objectives as applicable.

Although the risk profile will produce a priority for addressing each risk determining the group's appetite for risk can enhance this. All risks above the appetite cannot be tolerated and must be managed down, transferred or avoided. The appetite for risk is determined during the facilitated workshop and is achieved by starting in box P1:I1 and asking the group to decide if they are prepared to live with a risk in that box or if they want to actively manage it.

Continuing this process up and across the matrix sets a theoretical tolerance line.

When prioritising risks the P6:I4 box is the first priority or the most important risk to be managed. The priority is led by the impact axis – i.e. P5:I4 followed by P6:I3, P4:I4 followed by P5:I3 followed by P5:I2 and so on.

The risk matrix is given below:

PROBABILITY	**Very High P6**				
	High P5				
	Significant P4				
	Low P3				
	Very Low P2				
	Almost Impossible P1				
		I1 Negligible	**I2 Marginal**	**I3 Critical**	**I4 Catastrophic**
		IMPACT			

Stage 4 – risk management

Once the risks have been prioritised the next step is to identify actions to help control the risk. Most risks are capable of being managed – either by managing down the likelihood or impact or both. Relatively few risks have to be avoided or transferred. Action plans will also identify the resources required to deliver the improvements, key dates and deadlines and critical success factors/CLs/KLs.

These plans should not be seen as a separate initiative and are incorporated into the existing business planning process. Therefore the results of the risk management work will be fed into the corporate planning, service planning and budgeting process. Ownership of each action plan needs to be allocated to appropriate members of staff with appropriate seniority and ability to drive the progress of the action plans. It will therefore be their responsibility to develop the actions required to mitigate the risks and complete the plans. The corporate Risk Register and Action plan template is shown in Appendix 3.

Stage 5 – monitoring

Monitoring the progress of action plans will be done as part of the Council's Performance Management process. This ensures the integration of risk management with other processes and ultimately ensure its profile and success is maintained. This is achieved through the recording and monitoring of risks within the corporate performance system called Covalent. The system sends email reminders to risk owners on a regular basis to review and re-assess the risk, adding comments regarding mitigating actions.

Appendix 2 – Corporate Timeline Service Managers Checklist

Task	By When	Progress	Completion Date
Financial			
Review of budgets	End November		
Review of fees and charges	End November		
Review of contracts			
Review of year end employee unused benefits	6 April		
Review of year end spend/ income and accruals/ prepayments	6 April		
Monitor service spend	ongoing		
Capital bids	twice year to be agreed by CLT		
Service planning/ performance/ risk			
Review of front line service plans	End February		
Review of support service plans	End March		
Finalise service plan based on year end performance	End April		
Monitor performance and productivity	ongoing		
Quarterly risk register review	Mid June		
	Mid October		
	Mid January		
	Mid April		
People			
PDRs – front line services	End March		
PDRs –support services	End April		
Workforce planning/ service needs analysis/ skills audits	Mid february		
Business Continuity			
Review risk assessments	End September		
Review business continuity service plans	End December		
Review of critical function plans	End December		
Other health and safety			
Equalities			

Appendix 3 – The Risk Register & Action Plan

Ashfield
DISTRICT COUNCIL

???Risk Register & Action Plan

Last updated by		
Approved by		
Document Owner		

INDEX

Risk Matrix …….. **3**

????Risks Register & Action Plan…….. **4-21**

Note:

Blue font denotes either a change or an addition from the last period

Risk Matrix

PROBABILITY or LIKLIHOOD					
	Very High P6				
	High P5				
	Significant P4				
	Low P3				
	Very Low P2				
	Almost Impossible P1				
		I1 Negligible	I2 Marginal	I3 Critical	I4 Catastrophic
		IMPACT			

Risk Ref.	Risk Name Description/ Vulnerability	Rating			Link to Corp Obj's	Consequence of the risk occurring	BC Link	Ability to Influence	Mitigating actions Required actions controls	Key Milestone Dates	Resp for action	Actions delivered against mitigations
		Initial	Current	Target								
						•			•			▪
						•			•			•
						•			•			•
						•			•			

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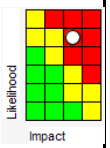
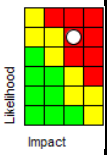
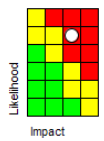
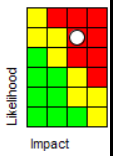
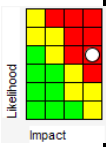
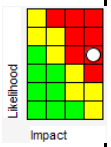
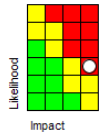
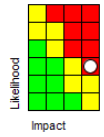
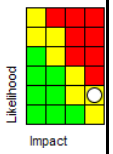
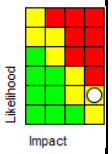
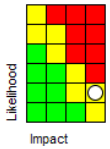
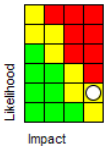
Ashfield District Council Corporate Risk Register – Analysis Quarter 4 2016/17

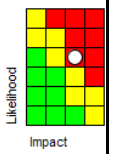
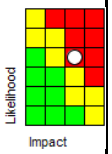
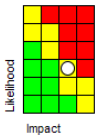
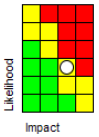
Economic Regeneration Priority

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf. / BC Link	Mitigating Actions	Resp for Action	Comments	Last Reviewed
(ADC) CR040	Failure to have adopted LDF / Local Plan					No change	• Diminish ability to stimulate economic growth • Increase likelihood of a developer lead approach to devt. • Maximises potential for a ward of costs against the authority •New approach to plan. High risk. Members Aware. •Local Plan now at preferred approach. Need to publish next stage. Failure to achieve will set back timetable. •If plan requires subsequent revision, will add delays.	??? X	Need alternative approach to development with Members through adoption of Core Strategy Regular engagement with Members to bring them on board Keeping abreast of latest challenges; work with Planning Advisory Service for proof-reading Keeping a clear audit trail of engagements with developers and consultees	Christine Sarris	It is expected the examination will take place in September due to elections and weight of work at the planning inspectorate.	9-May-2017
(ADC) CR073a	[Key Risk] Idlewells Market					Risk reduces and finishes in Quarter 3	*Loss of Trade *Low occupancy rates *New product doesn't sell *Contract dispute *Landlords dispute *Structural and ME failures	High	*Contract Programme - Regular inspection and monitoring *Business plan produced and updated	Theresa Hodgkinson	The project commence 30th January – Hand over 21st November 2017. All internal and external governance structures in place with full risk assessment for the project.	March 10th 2017

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf. / BC Link	Mitigating Actions	Resp for Action	Comments	Last Reviewed
							•Reputation (public expectations) •Financial – claims •VAT increase to traders •Increase on insurance costs *Delays on opening *Funding agreement not achieved -reclaim		* Pre letting campaign * Communication plan – monitor/update Risk register in place for all aspects of the project/monitored Contract signed – Regular meetings/Site/ internal *Quarter monitoring D2N2 grant.			

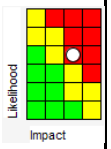
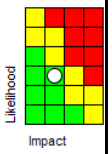
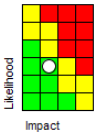
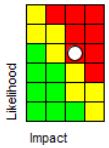
Place and Communities Priority

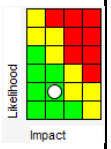
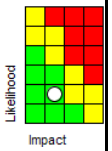
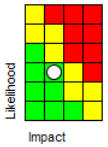
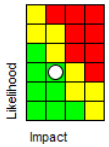
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Resp for Action	Comments	Last Reviewed
(ADC) CR071	[Corporate Risk] Failure to demonstrate compliance with TEEP assessment under Waste Framework Directive					No change	• Full redesign and expansion of waste services • Additional cost incurred	Medium	TEEP assessment to be reviewed annually by JWMC Ensure TEEP compliance with trial review	Sam Dennis	County wide TEEP assessment completed, this has been reviewed annually at the Joint Waste Officer Board. There have been no changes in the waste collection or trade waste service that have changed the colleciton method.	May-2017

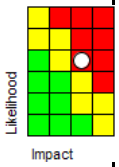
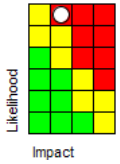
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Resp for Action	Comments	Last Reviewed
											The planned glass colleciton change will meet TEEP requirements as the material is collected separately at the kerbside. The planned change is the container only, not waste type. Due to uncertainties around the impact on the Waste Framework Directive once Brexit article 50 is triggered, the risk remains in place.Changes due to BREXIT unclear at the moment	
(ADC) CR072	[Corporate Risk] Failure to meet requirement of Waste Directive to achieve 50% recycling rate by 2020					No change	• potential fines from EU • reputational damage	High	development of Scrutiny review in September 2016 Discussions with County regarding innovative options is ongoing	Sam Dennis	The Council's end of 2016/17 recycling rate is 41.2%. This is a 9% increase from 2015/16 and puts Ashfield in 3rd place county wide. With further stretching targets of 65% by 2030, unless Brexit implications change this stretching target, the Council needs to continue to focus on the recycling rate. The Council is working with Nottinghamshire County Council and Veolia to continue to divert recyclable waste from the general waste stream and to improve	May-2017

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Resp for Action	Comments	Last Reviewed
											the quality of materials in the dry recycling bin. School education and resident engagement are key activities to support this agenda.Hit 50% recycling for 3 consecutive months. Expect 45% outturn at the end of the year Discussion with County and MDC re: glass collection	

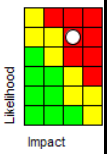
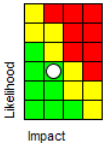
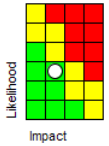
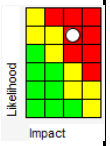
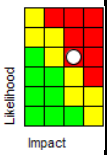
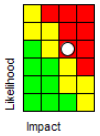
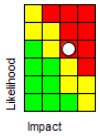
Housing Priority

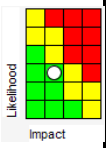
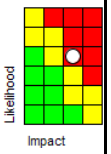
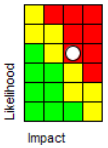
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf. / BC Link	Mitigating Actions	Respons for Action	Comments	Last Reviewed
(ADC) CR046	[Corporate Risk] Introduction of Universal Credit					Increasing risk	• Potential loss of HRA rental income if tenants receiving UC choose not to pay rent (Profiling of current tenants as at 20/2/17 show that there is a risk to the rent roll (circa £11 million) as there will be around 3200 tenants affected. 2380 –high risk and 820 medium risk).	Low	There is a dedicated officer for Welfare Reform in the Tenancy Service Section. This Officer has close links with the DWP. There is a formalised internal process	Craig Scott/ Nikki Moss	An additional resource (Income recovery and money advice officer) is being considered for the Tenancy Services Section. The number of UC Claimants is currently at 82. Plans for the wider roll out of UC in August 2018 will continue to be discussed in the Welfare Reform Project Group meetings.	June 2017

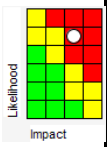
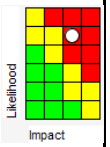
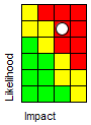
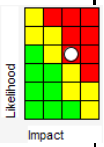
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
							This does not include those tenant who have working age partners.	BC Link	for managing UC cases. There is a UC action plan in place. This needs reviewing regularly especially around resource requirements to manage the process.			
									The Council operates an agency agreement with DWP to assist residents who wish to claim UC			
								X	The Welfare Reform Group brings together a series of different disciplines and partners to ensure the Council's response to UC remains pro-active and robust			
(ADC) CR062	Inability to deliver affordable housing					No change	• Targets not met • lack of new affordable housing going forward	Low	Use of S106 funding Tackling empty homes Close working with Planning Services	Eileen Jackson	The risk score remains at 6 as affordable housing opportunities through both new build and acquisition are planned for 2017/17 - last years target to	May-2017

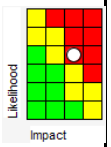
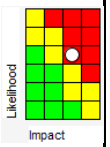
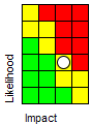
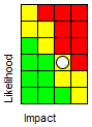
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf. BC Link	Mitigating Actions	Respons for Action	Comments	Last Reviewed
									Work with private landlords via the Landlords Forum Enforcement to tackle poor standard housing		deliver 50 new affordable units was exceeded and 147 were actually delivered during the year, this years target will increase to 60 units by the end of March	
(ADC) CRO79	[Corporate Risk] Impact of the impending 1% rent reduction on the Councils ability to invest in new build & existing housing stock					Increasing probability	Reduced headroom / ability to borrow in the HRA Revisions required to the 30 year plan Changes / reduced capital programme in the short term Fewer new affordable homes being delivered Reduced service delivery to existing tenants	medium	Wider review of the way the Council manage its housing stock Reduce spend in the current capital programme Review viability of 30 year HRA plan	Paul Parkinson/ Eileen Jackson	The 1% rent reduction has negatively impacted on the Council's ability to invest in new housing delivery - however, several planned actions will seek to mitigate this loss to the HRA including; * Moving all rents over to target rent at void stage * Undertaking a review of service charges * Incorporating an amenity charge to all council rents	22-May-2017

Organisational Improvement Priority

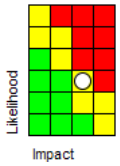
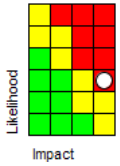
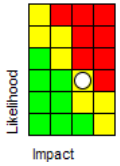
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf. / BC Link	Mitigating Actions	Respons for Action	Comments	Last Review ed
(ADC) CR074	[Corporate Risk] Overpayment of Housing Benefit					No change	- loss of subsidy - increasing burden of debt collection	High	Mini re-structure Offsite processing capacity Improved training	Craig Scott	Recovery of HB overpayments continues in accordance with the councils Corporate Recovery policy. The overall level of HB overpayments has dropped as a result of the falling caseload whilst the rate of recovery has increased over the last 12 months. According to the latest analysis we are currently achieving a 70% recovery rate (in additional to the 40% subsidy already received via the HB Subsidy claim), which means we have successfully eliminated the subsidy loss and are now collecting additional income for the authority.	May-2017
(ADC) CR029	[Corporate Risk] Failure to make required savings as identified in MTFS					Reduced from high to medium	•Council cannot fund full range of services in future •Pressure on General Fund reserves	Medium √	CLT and Cabinet will work together to identify savings and income generation opportunities Generate additional income	Dave Greenwood; Sharon Lynch	Whilst most savings for 2016/17 have been implemented, there has been some slippage in delivery in some areas. These are being progressed in 17/18. For 17/18, savings of £678k GF & £324k HRA were proposed and the budget reduced accordingly with a further £158k GF & £14k HRA to be taken in 18/19 due to part-year implementation.	May-2017

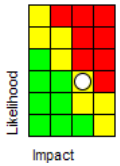
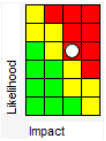
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf. / BC Link	Mitigating Actions	Respons for Action	Comments	Last Review ed
									For 2017/18, £1m of savings have been identified, and these workshops will continue throughout 2017, with the aim of identifying a further £1m of savings/addition income for 2018/19.		Options for change papers have already been drafted identifying new savings for 18/19 onwards.	
(ADC) CR033	[Corporate Risk] Ability to achieve efficiencies and compliance from procurement reviews / improvement					No change	•Penalties for non-compliance with legislation •Inability to meet MTFS savings targets if procurement savings not achieved	Medium	Agreement of a new Procurement Strategy setting out clear guidance for spending managers Review of Procurement Arrangements (Shared Procurement Unit) to ensure objectives are being met Particular emphasis on small value procurement (under £25k) to ensure that the Council has legally compliant processes in place	Sharon Lynch/ Dave Greenwood	A 'Task and Finish Group' has been established regarding Procurement. Continuing participation in the Joint Procurement Unit is under review. The User Group meetings were suspended during the transfer of AHL activities back to the Council. Procurement responsibilities will transfer to the Housing Directorate with effect from 1st June, 2017.	May-2017

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	BC Link	Mitigating Actions	Respons for Action	Comments	Last Reviewed
(ADC) CR003	[Corporate Risk] Members' Ethical Framework – Failure to demonstrate high standards of behaviour					Slight reduction, remains significant	•Significant resource to deal with implications of Code of Conduct Complaints. •Potential for negative perception of the Council which impacts upon the Council's reputation • Potentially adverse impact upon the workings of the Council •New legislation does not provide "strong" sanctions for breaches to the Code which may make regulation of poor ethical behaviour difficult and leave complainants dissatisfied with outcomes.	High	X	Standards and Personnel Appeals Committee approves an annual work programme which includes an annual review. A review of the Members' Code of Conduct Complaints Process will be carried out during 2017/2018in accordance with the recommendations of the LGA Peer Challenge 2017. Present Quarterly Complaint Monitoring reports to Standards and Personnel (Appeals) Committee	Ruth Dennis	The Code of Conduct was reviewed and amended during 2017 to incorporate new "personal interests" to increase accountability and transparency. The LGA Peer Challenged (March 2017) recognised an improvement in Member/Officer relations since the last review in 2013 – this is largely attributed to the implementation of the recommendations of the 2013 review and the robust work of the Standards and Personnel Appeals Committee in the intervening period of time. The 2017 review has recommended the review of the Complaints Process because *"[there are still some 'politically motivated' complaints which are diverting energy and resources into dealing with them… The complaints procedure needs to be proportionate and should be used to address the most pressing concerns."*	7 June 2017

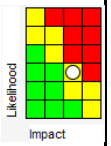
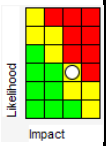
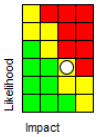
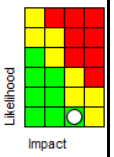
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	BC Link	Mitigating Actions	Respons for Action	Comments	Last Reviewed
(ADC) CR005	[Corporate Risk] High levels of sickness absence					No change	•Productivity •Financial •Employee morale •Service delivery •Remaining staff placed under increased pressure •Reputational damage	High	√	Robust management of sickness absence procedures by managers and robust procedures - Revised Absence Mgt Policy implemented Effective monitoring - monthly monitoring reports highlighting service area absence to assist CMG and managers in absence management Employee support mechanisms - Employee assistance programme implemented Appropriate occupational health support - Occupational Health provision reviewed	Craig Bonar	16/17 outturn was below target at 9.5 days which continues a 2 year downward trend in absence. Increased monitoring and support measures have been introduced together with amendments to the Attendance Management policy which are all contributing to lower levels of absence. CLT receive a monthly monitoring report and all CLT have regular review meetings with HR to identify any issues and reinforce mitigating actions	May-2017

NEW RISKS

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
(ADC) CR032b-a	Business Rates appeals are higher than forecast						Negative impact a MTFS ; further savings required		A prudent approach is taken to estimating likely successful appeals.	Dave Greenwo od	C. Scott has determined the appeals provision based upon those received and those likely to be received further to the NDR revaluation. A further update is required from Revenues in terms of the actual number of appeals post completion of the NDR3 to assess the reasonableness of the appeals estimate figure. The issue of appeals is discussed by the Notts. Finance Officers regularly.	May-2017
(ADC) CR032b-b	NHS Trusts successfully lobby for charitable status and pay significantly reduced business rates						Negative impact a MTFS ; further savings required		The Council is supporting the LGA's action against the hospitals.	Dave Greenwo od	The Council has formally joined the action. There has been no further update on this by LGA.	May-2017
(ADC) CR032b-c	Ashfield loses resources under the Governments ' 100% retention / fair funding ' regime						Negative impact a MTFS ; further savings required		The Council will contribute to any consultation when proposals are announced, emphasising the need for resources to be allocated to deprived areas.	Dave Greenwo od	The number of accounts in credit has increased by year-end. This has had the impact of reducing the level of Bad Debt Provision.	May-2017

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
New	Failure to deliver commercialism agenda						• In alignment with Savings Strategy - expected reduced trading service costs/ increase income not realised • Reputational impact of trading services performing inconsistently with Council values • Alienation of customer base		Commercial programme aligned to savings strategy and progress monitored through Commercial Enterprise Board Commercial feasibility work informs future savings strategy	Justin Henry		March 2017
New	Failure to Support and Safeguard Vulnerable people						• Significant adverse outcomes for vulnerable people suffering with mental health issues • Reputation of the council and its partners • Financial impact through lack of working in joined up manner		Working with NCC and other districts to review opportunity to improve closer working with mental health services	Mike Manley		March 2017

DELETED RISKS

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf. / BC Link	Mitigating Actions	Respons for Action	Comments	Last Reviewed
(ADC) CR037	Kings Mill Reservoir - long term silting and flood risk obligations					Reduced from medium to low	•Reputational impacts •Potential costs •Legal liability	low	Negotiate with Skanska regarding the lease / sublet of amount of water required from reservoir Determined silt levels have no bearing on cooling system Will know EU funding re. flood risk by late autumn	Theresa Hodg-kinson	Removed as risk now mitigated	

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Ashfield
DISTRICT COUNCIL

Report To:	Cabinet	**Date:**	22nd June 2017
Heading:	LEISURE TRANSFORMATION PROGRAMME – REPLACEMENT LEISURE CENTRE IN KIRKBY-IN-ASHFIELD		
Portfolio Holder:	CLLR AMANDA BROWN - HEALTH AND WELLBEING		
Ward/s:	ALL		
Key Decision:	Yes		
Subject To Call-In:	Yes		

Purpose Of Report

Following an extensive feasibility study, to update Cabinet on the Leisure Facilities Transformation Programme and to seek authorisation to proceed with the next steps towards delivering the Council's aspiration to deliver a new flagship leisure destination in Kirkby-in-Ashfield.

Recommendation(s)

a. i) Progress the next stage of the feasibility into the preferred option which is to replace the existing Leisure Centre with a new flagship Leisure destination in Kirkby in Ashfield on the preferred key town centre site identified in the evaluation and within the prescribed timeframe or
   ii) if land acquisition of the preferred site cannot be achieved, progress the feasibility into the redevelopment of the current Festival Hall site option (retaining the existing site for use during construction for as long as possible).
b. To commence the retendering of the Leisure Management contract by producing a 'shadow bid' followed by soft market testing.
c. To explore external funding opportunities. In order to deliver the project there needs to be a combination of capital, revenue and external funding.
d. Due to the specialist nature of the work and knowledge already gained by the existing consultant, Cabinet is requested to grant an exemption from Contract Procedure Rules enabling the Chief Executive (in consultation with the Portfolio Holder) to further commission the existing consultants for the recommended and associated works if the value for money has been tested. (Exemption Part 11 of the contractual procedural rules paragraph 66.6)

Reasons For Recommendation(s)

This report is to update Cabinet on Key Projects within the Council's Corporate Plan (2016-2019) including, the feasibility for a replacement for the Festival Hall Leisure Centre (informed by the Leisure Review).

Alternative Options Considered (With Reasons Why Not Adopted)

Do nothing: not recommended for a number of reasons. The Leisure Facilities Review has allowed the Council to understand the appropriateness of its current leisure stock and future requirements. The provision of an effective facility infrastructure will be central to the successful delivery of the health and wellbeing objectives within the Corporate Plan (2016-2019).

Detailed Information

1. Background

1.1. The Council's Vision

The Council vision is for local people to have access to modern leisure facilities to help lead healthier lifestyles. A clear approach to providing facilities has been identified including maximizing and rationalizing the use of the Council's assets alongside coordinated provision from other sources.

To help sustain leisure provision into the future, the Council's Vision is *'to secure a district-wide network of quality, affordable, accessible and sustainable Leisure Centres and services for the benefit of all residents of Ashfield'.*

In order to achieve the Council's vision Key Projects have been identified within the Corporate Plan: firstly was to carry out a Leisure Facilities Review (July 2016) and secondly, to explore the feasibility for a replacement for the Festival Hall Leisure Centre (informed by the Leisure Review).

1.2. Leisure Review

The council recognises the need to invest in its sport and leisure infrastructure to meet the objectives of reducing inactivity and improving the health and wellbeing of its residents; as well as ensuring the most cost effective provision. In order to address Corporate Plan priorities, an extensive Leisure Facilities Review was undertaken and Cabinet endorsed the findings on 14th July 2016.

The transformation programme for leisure centre provision has a clear approach to providing future facilities, including maximising and rationalising the use of Council assets, alongside coordinated provision from other sources.

The public consultation undertaken as part of the budget setting process in 2016 showed strong support for focusing resources on the larger leisure facilities, Lammas Leisure Centre in Sutton, Festival Hall in Kirkby and Hucknall Leisure Centre as they have 92.5% of the customer base. The Council is therefore proposing to prioritise investment and seek to sustain the larger sites in the long term.

1.3. Have your say, Shape your community consultation

Over a number of years, the Council has reduced its expenditure significantly to meet the financial challenge it faces, whilst at the same time seeking to improve its services. The Council undertook extensive consultation with Ashfield residents through 2016 to ask them to help the Council decide how we meet these challenges.

The 'Have your say' public consultation in December 2016 sought views on investment in a replacement leisure centre in Kirkby in Ashfield. The aim of the consultation was to assist the Council to shape future provision. Consultation feedback showed 78 per cent of respondents either 'strongly agreeing' or 'agreeing' with the Council's aspirations for the council's leisure stock. The public consultation also showed support for focusing resources on the three key leisure centres, Lammas, Hucknall and Kirkby.

An earlier Cabinet Report endorsed the Leisure Review Consultation analysis on the 13th October 2016 and agreed to proceed with further feasibility work for the replacement leisure centres in Kirkby.

2. Feasibility Study for Kirkby in Ashfield

2.1. Background

The Festival Hall is situated in the centre of Kirkby-in-Ashfield and was built in the 1930's, It has a very dated look and historically was used for a range of social events, as well as leisure and sport. The use for events has reduced over time and the remaining three court sports hall is not fit for purpose from a modern sports perspective and no ball sports can be played as low hall ceiling height restricts use.

The Festival Hall has the third highest number of visitors of all the leisure centres. The leisure review indicated that there is an opportunity to meet new participation needs from a new facility as well as more traditional provision.

The public consultation carried out in August 2016 on future transformation of the leisure service had a strong message of support from the public for investment in sport and leisure confirming the value and importance local people put on their local leisure services.

Following this evaluation, Cabinet agreed to examine several sites to replace the leisure centre in Kirkby, and in October 2016 agreed to proceed with a more detailed feasibility study for the two preferred sites identified. The objective of the study is to test and confirm the viability of the potential to build and operate a facility in Kirkby to replace the existing Festival Hall.

A successful grant application for £28,500 was submitted to the Nottinghamshire Pre Development Fund to fund the feasibility study costs. Ashfield District Council appointed specialist Leisure Consultants FMG Consulting Ltd to undertake a feasibility study to examine the potential for a new indoor leisure facility in the town of Kirkby-in-Ashfield to replace the existing Festival Hall.

2.2. Site Evaluation

The feasibility study considered both 'dry' and 'wet and dry' facility types and site assessments have been carried out on the two sites for development to identify the best

opportunity to deliver a leisure facility in Kirkby. (The existing Festival Hall site and land on the current Ashfield Health and Wellbeing site).

The work has been informed by assessing the supply and demand balance in the catchment area through the analysis presented in the indoor facilities strategy, a review of previous work, consultation with the public and local stakeholders, a review of operational performance and opportunities presented by the consultants' team bringing industry best practise and experience.

The aim of the study was to understand if a new leisure facility could be built in Kirkby, where it could be built, how much a new facility would cost to build, and how much it would cost to keep running. The further feasibility works will allow the Council to develop the project with full cost option appraisals for the two sites.

A number of options have been considered to help the new facility in Kirkby become a 'Leisure Destination' and 'Healthy Living centre' including recommendations to include play adventure activity, as well as activity for older people.

The options evaluation matrix was split into nine categories relating to the key project outcomes, including capital, revenue, lifecycle, health, economic and use perspectives. The results showed that a dry centre at the Ashfield Health and Wellbeing site was ranked first and the preferred option and a dry centre on the current Festival Hall site as the second option.

Overall the health and wellbeing site presents a better overall option from a site perspective and benefits from a highly visible location and adjacent to the main traffic junction. However both sites are capable of accommodating a new Leisure centre.

2.3. Proposed Facilities Mix

The Festival Hall user group have provided valuable insight into the future needs from a new facility, this group will provide an ongoing contribution throughout the project. The group wanted to see a better performance gym, more opportunities for sport and to retain the 'social' aspect of the current festival hall.

There was a clear mandate from the consultation to provide something different in the future, whilst building on the current social and health facilities, a new facility needs to attract a broader use base from the very young to the old.

The facility options have been developed through strategic and local context work, consultation, and supply and demand assessment.

The options present an opportunity to increase participation and improve health outcomes for the district. Importantly the options developed have been informed from the Council's transformation strategy with long term suitability in mind.

The options present an improved combined model of provision and support growth in events, conferences, fun, play, sports development, direct and indirect employment, business and health and wellbeing. Importantly the options provide something for everyone with activities from the very young to the very old:

Facility Type	Rational/benefit
Sports Hall – 6 court	To provide opportunities to develop both social (events) and many sporting activities not currently provided, including basketball, volleyball, netball and indoor hockey The sports hall would be capable of holding a range of events to accommodate up to 600 people
Health and Fitness Gym 75 station	The new gym will be designed to include, warm up/stretch, free weights and functional fitness area for enhanced performance and functional training alongside a range of gym equipment to appeal to a broad range of participants.
Two studios	Two multi activity studios, the space will be flexible to allow for a range of activities and community programmes, including, dance, art, exercise and conference.
Group Cycling studio	A group cycling studio, indoor cycling has been and remains one of the most popular forms of indoor exercise
Wellbeing toning and Rehabilitation Suite	An older persons and rehabilitation facility linked to a specific wellbeing, to provide opportunities for service integration with health partners in the area to improve health and wellbeing
Indoor Adventure soft play	The introduction of an adventure soft play is aimed at families and has the potential to provide for a broad range of users.
Indoor adventure climbing wall	An indoor adventure climbing facility such as clip and climb would complement the core leisure facilities and provide an attractive proposition for the young population and families visiting
Café/reception area	With the enhanced facilities, there will be a significant increase on dwell time, therefore the café area is proposed linked to indoor play, parties, after school coaching etc
Changing rooms	Designed to meet sport England design standards

The ‘wet and dry’ options for either site are currently ranked lowest for a number of reasons:-

- the financial appraisal finds them to be unaffordable,
- the previous study identified that there is a pool in Kirkby at Ashfield School,
- there does not appear to be sufficient levels of unmet demand in Ashfield to warrant additional pool provision.
- the study showed that there would be a displacement of 33% of the current usage at Lammas Leisure Centre in Sutton to Kirkby as well as usage from the existing pool in Kirkby.

However both options have allowed for future proofing if a decision to add a wet option to the site in the future. The facilities mix as outlined is based upon the direction set by Cabinet and the Labour administration more generally following the consultation and expert opinion.

2.4. Economic and Health benefits

The building of new leisure facilities can have a considerable positive impact on a local community, in relation to jobs, skills, health and wellbeing and economic growth. The benefits accruing from investing in a new facility in Kirkby, which support the financial case and needs assessment: The economic benefits have been assessed and estimates the following:

Combining the figures presented in relation to direct, indirect and induced impacts, there are clear benefits in terms of both spend and employment, *Approximately £16.7m total impact and 90 FTE :*

Construction of a new Leisure Centre
An initial estimate of Full Time Equivalent (FTE) jobs generated from Construction of a new facility regard to expenditure *Approximately 60 FTE*

Operating New centre
In relation to impact from operation of a new centre, many of the employees would be local either existing local residents or moving to the area as a result of the employment opportunity. *Approximately 30 FTE direct impact*

Indirect and induced benefits
Indirect multipliers measure indirect impacts arising from changes in activity for suppliers of the “front-end” businesses. This indirect multiplier creates the “ripple effect” in the economy and accounts for the impact on what the suppliers do to fulfil new incremental spending *Approximately £10.7m additional indirect and induced impact.*

2.5. Financial implications

In 2017/18 the council provides a subsidy of £256,705 to operate the Festival Hall (excluding building and lifecycle costs). A financial appraisal has been undertaken for each option, determining the extent to which reduction in subsidy and increase in operating surplus covers the capital financing costs. Developer contributions have been assumed to contribute towards the financing of the project but potential external funding may follow. In order to deliver the preferred project there needs to be a combination of capital, revenue and external funding.

The table below shows the estimated financial implications of each option over the next forty years.

Kirkby Leisure Centre Options Review				
	Kirkby Dry Only Festival Hall Site	Kirkby Combined Festival Hall Site	Kirkby Dry Only Health Centre Site	Kirkby Combined Health Centre Site
	£000's	£000's	£000's	£000's
Total Project Costs	(8,178)	(12,803)	(8,058)	(12,753)
Net Contributions	343	343	243	243
Total Borrowing	**(7,835)**	**(12,460)**	**(7,815)**	**(12,510)**
Financing and Capital Costs (A)				
Year 0 - Year 5	(1,922)	(3,057)	(1,917)	(3,069)
Year 6 - Year 10	(1,794)	(2,854)	(1,790)	(2,865)
Year 11 - Year 20	(3,205)	(5,098)	(3,197)	(5,118)
Year 21 - Year 40	(4,877)	(7,756)	(4,865)	(7,787)
Total	**(11,799)**	**(18,764)**	**(11,769)**	**(18,839)**
Potential Return / Saving (B)				
Year 0 - Year 5	1,817	1,089	1,896	1,205
Year 6 - Year 10	1,929	1,229	2,011	1,349
Year 11 - Year 20	3,858	2,459	4,021	2,698
Year 21 - Year 40	7,717	4,918	8,042	5,396
Total	**15,321**	**9,695**	**15,971**	**10,649**
Net Cash Inflow/(Outflow) (B-A)				
Year 0 - Year 5	(106)	(1,968)	(21)	(1,864)
Year 6 - Year 10	135	(1,624)	221	(1,516)
Year 11 - Year 20	653	(2,639)	824	(2,420)
Year 21 - Year 40	2,840	(2,838)	3,178	(2,391)
Total	**3,522**	**(9,069)**	**4,202**	**(8,190)**
Rank	**2**	**4**	**1**	**3**
Discounted Payback after 40 years The Discounted payback adjusts the Net Cash Inflow/(Outflow) for the estimated impact of inflation.	**(682)**	**(5,245)**	**(485)**	**(5,311)**

Based on the above summary the dry only sites are the only sites which make a positive contribution to the Medium Term Financial Strategy (MTFS). The Leisure Centre on the Ashfield Health and Wellbeing site provides the greatest contribution of the two dry only sites.

The discounted payback after 40 years takes into account the time value of money i.e. income received in future years is likely to be worth less than it is today. All of the different options have a negative discounted payback after 40 years. However the scheme with smallest negative discounted payback is the Leisure Centre on the Health and Wellbeing site.

The following assumptions have been used when calculating the financial implication of each Leisure centre option:

- No changes to PWLB from 2.61%
- The Leisure Centres have an expected life of 40 years.
- The model assumes the Council will save £256,705 subsidy and will receive an additional amount from the operator`s surplus or pay to the operators deficit.

- The combined (with pool) sites take into account a loss of £175k from the Lammas due to customer switch therefore reducing the saving from the operator.
- The Health Centre options assume that the Council will be able to acquire land from the NHS and receive a capital receipt from the Festival Hall. There has been no consideration of timing of these events from a financial perspective.
- A discount rate of 3.5% has been used to calculate the discounted payback as per the Treasury Green Book.

2.6 Leisure Management Contract

The Council has a number of Leisure facilities across the district which are currently managed by Sport and Leisure Management Ltd., (SLM) trading as Everyone Active. The councils existing contract expires in April 2021.

Operational business plans have been provided for the development options and include the anticipated annual visitor numbers and full time equivalent jobs that are created under each option.

Previous work carried out in 2016 supported the position to competitively tender for a new Leisure management contract commencing 1st April 2021. The consultant has recommended that this process should start with soft market testing in the form of a Shadow bid. This will allow the council to fully understand the revenue implications in managing all the future leisure centre sites.

In order to inform the future leisure management contract, full detailed stock condition surveys at the existing council owned Leisure facilities will be undertaken.

2.7. Project Timetable

Summary of new build stages

In order to provide a long term sustainable solution for the area to deliver improved financial, social, economic and health outcomes all elements of the project have been included in a road map and delivery route, including consideration for construction, procurement and leisure management. This will be very much driven by the need to invest capital, attract external funding and deliver sufficient revenue savings to cover the development of the new facility.
Stage 1&2: The Initial stages completed include; Design RIBA Stage 1 - Outline scheme design and Design RIBA Stage 2 – Concept Design.

Stage 3: Progress preferred site: Work to commence following Cabinet approval (October/November 2017) 12-13 months: includes:-

- Design RIBA Stage 3 – Developed design
- Design RIBA Stage 4 – Technical design
- Planning
- Procurement and appointment of Contractor.

Stage 4: Construction of new Leisure centre; 14 months to build the replacement and demolish the existing building.

All timescales are estimates and subject to change.

3. Summary

The key challenges at this stage from the feasibility/ business case perspective relate to the capital costs for the development linked to speed of delivery and potential purchase of land on the preferred site, impacting on the income and expenditure projections provided in the business plan.

The consultant's opinion is that the Councils priority should be to pursue the option that can deliver on the investment, without compromising on quality or risk transfer. They have identified within the draft programme that new facilities could be delivered in advance of the new leisure management contract commencement. Therefore it is recommended that the preferred site (Ashfield Health and Wellbeing site) be explored further due to the challenges identified above.

If the preferred site is not achievable within the prescribed timeframe then the recommendation is to progress the current site (Festival Hall) that is in the council's ownership. The final project will come back to Cabinet later in the year for approval to progress.

Whilst the business plans provided are deliverable, they are never the less challenging and will require further refinement and development as the project develops. The consultant recommended that the council commence the retender of the leisure management contract by producing a shadow bid, followed by soft market testing from September 2018.

It is also recommended that full condition surveys are carried out on the council owned facilities to inform the future leisure management contract.

Procurement - It is vital to ensure that the development of the project provides an attractive and sustainable offer for the future. As the Council lacks experience in this field it would be advisable to obtain this specialist capability from an external consultant. FMG Ltd, they have wide experience in the management of leisure projects and have successfully delivered similar projects across the country.

It is therefore proposed to retain the services of FMG for the next stage of the project. FMG were successful in obtaining the initial consultancy works (see above) by competitive tender. The Council's Contract Procedure rules (Exemption Part 11 paragraph 66.6) allow for specialist works to be awarded without the need for competitive tender if this is seen to represent value for money and is in the best interests of the council.

<u>Implications</u>

Corporate Plan:

Health and Wellbeing Theme

1) Identify and focus on the area with the biggest health inequality in the District and increase access to leisure for non-participants
2) Take a targeted approach to improving health and well-being in the area of greatest need

Key Projects:
1) Review leisure facilities
2) To explore the feasibility for a replacement for Festival Hall Leisure Centre

Legal:

Part 11 of Exemption to contract procedure rules
66.6 Exceptions may be granted to the following:
b. Where there is no (or sufficient) market place to tender for a supply of goods or services or works required because of the specialist nature of the proposed Contract permission to apply an exception will be sort from the Portfolio Holder or Cabinet to either deal with a single contractor or to vary the quotation/tender requirements.

Finance
This report is effective from 22/06/2017 and has the following financial implications:

Budget Area	Implication
General Fund – Revenue Budget	Conditions Surveys- £20,000. 50% funded from within the existing Asset Management budget. 50% met from Leisure Reserve Shadow Bid - £10,000 to be met from the Leisure Reserve.
General Fund – Capital Programme	The preferred capital project will go to Cabinet for approval later in the year.
Housing Revenue Account – Revenue Budget	N/A
Housing Revenue Account – Capital Programme	N/A

Human Resources / Equality and Diversity:

'No direct HR implications are contained within the report'

Other Implications:
N/A

<u>Reason(s) for Urgency (if applicable):</u>

N/A

<u>Background Papers</u>

Cabinet - 24th January 2009, Leisure Centres Review.
Cabinet - 10th April 2014, Leisure Management Contract.
Corporate Plan (2016 – 2019)
Cabinet - March 24th 2016, Targeted Activities Programme.
Cabinet - 14th July 2016, Leisure Review Transformation Programme.
Cabinet – 13th October 2016, Leisure Review Transformation Programme.
Cabinet – 19th July 217, Transformation Programme – Huthwaite Leisure Centre

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Edd de Coverly – Director Place and Communities

Rob Mitchell
CHIEF EXECUTIVE

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Ashfield
DISTRICT COUNCIL

Report To:	Cabinet	**Date:**	22nd June 2017
Heading:	ADOPTION OF LOCALITY PLANS		
Portfolio Holder:	CLLR NICOLLE NDIWENI – SAFER AND STRONGER COMMUNITIES		
Ward/s:	ALL		
Key Decision:	YES		
Subject To Call-In:	YES		

Purpose Of Report

To seek approval for adoption of the Locality Plans for each of the four areas of the district.

Recommendation(s)

To adopt the Locality Plans for each of the four areas of the district.

Reasons For Recommendation(s)

1) Adoption of the plans will help to raise awareness of the plans and locality working
2) Adoption of the plans will ensure that they can be used to support negotiations with developers for Section 106 contributions to fund projects within the plans. The plans will also carry greater weight at planning appeals.

Alternative Options Considered (With Reasons Why Not Adopted)

Not to adopt the plans, however adoption is necessary to support the process for securing S106 contributions from developers and will help raise awareness of the plans and locality working.

Detailed Information

An annual review of the plans was undertaken in the summer/ autumn of 2016 and the revised plans were approved by Area Committees in November last year. The plans were developed in consultation with local communities and members and support the Council's commitment to decision making at a local level. The Locality Team (within Economy) work with colleagues across the Council to deliver area focussed improvements and community empowerment, encouraging community engagement and coordinating inward investment to support implementation of the plans. Locality Plans comprise a number of themes and actions including: Increasing skills and employment; Regenerating town and village centres; Investment in parks and green spaces; Reducing crime and anti-social behaviour and Improving health and wellbeing.

To date a number of successful projects have been implemented in each area including town centre regeneration schemes, green space and play area improvements and events. The

Council's Quality of Life initiative and policy approved by Cabinet in July 2016 has influenced prioritisation of resource allocation and schemes within the Locality Plans.

Since the introduction of the planning CIL Regulations it is becoming increasingly difficult to secure Section 106 contributions, as it is necessary to demonstrate that the contribution is necessary to make the development acceptable in planning terms and that it is directly related to the development. The plans include a reserve list of longer term projects (potentially beyond the timeframe of the plans which are between 3-5 years duration) which provide evidence of need and will support Section 106 negotiations with developers to secure contributions for these projects.

Implications

Corporate Plan:
The development and implementation of the projects will assist in delivering the Health and Wellbeing, Economic Regeneration and Place and Communities priorities of the Corporate
Plan.

Legal:
There are no direct legal implications contained within this report.

Finance:
This report is effective from 22/06/2017 and has the following financial implications:

Budget Area	Implication
General Fund – Revenue Budget	Revenue projects are contained within existing resources
General Fund – Capital Programme	Capital Projects are contained within the Capital Programme which was refreshed in February 2017. The available budget is therefore as detailed within the Capital Programme. Those projects that appear on the Reserve List do not appear on the capital programme but demonstrate priorities should funding become available.
Housing Revenue Account – Revenue Budget	None
Housing Revenue Account – Capital Programme	None

Human Resources / Equality and Diversity:
No direct Human Resource implications have been identified in this report.

Other Implications:
None

Reason(s) for Urgency (if applicable):

Not applicable.

Background Papers

Cabinet Capital Programme 24th November 2016
Area Committee Locality Plans, Hucknall Area Committee- 9th November 2016, Kirkby Area Committee- 16th November 2016, Rural Area Committee- 15th November 2016, Sutton Area Committee- 16th November 2016.
http://adci/ccm/local/locality/locality-plans/

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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