

ASHFIELD DISTRICT COUNCIL



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

Agenda

Overview and Scrutiny Committee

Date: **Thursday, 15th February, 2018**

Time: **6.30 pm**

Venue: **Committee Room, Council Offices, Urban Road,
Kirkby-in-Ashfield**

For any further information please contact:

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01623 457317

OVERVIEW AND SCRUTINY COMMITTEE

Membership

Chairman: Councillor Lee Anderson

Councillors:

Helen Hollis
Rachel Madden
Lauren Mitchell
Paul Roberts

John Knight
Cathy Mason
Christine Quinn-Wilcox
John Wilmott

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SUMMONS

You are hereby requested to attend a meeting of the Overview and Scrutiny Committee 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. To receive and approve as correct records the minutes of the meetings of the Committee held on 16th November and 12th December, 2017. 5 - 12
4. Presentation - Budget Update.
5. Review of Peer Challenge Recommendations. 13 - 22
6. Corporate Scorecard – April to September 2017. 23 - 44
7. Overview and Scrutiny Workplan 2017-18. 45 - 50

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OVERVIEW AND SCRUTINY COMMITTEE

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

on Thursday, 16th November, 2017 at 6.30 pm

Present: Councillor Lee Anderson in the Chair;

Councillors Helen Hollis, John Knight,
Rachel Madden, Cathy Mason, Lauren Mitchell,
Christine Quinn-Wilcox, Paul Roberts and
Phil Rostance.

Officers Present: Mike Joy, Sharon Lynch, Alan Maher and
Robert Mitchell.

In Attendance: Councillor Cheryl Butler

OS.14 Councillor Jim Aspinall

The Chair of the Committee informed the meeting of Cllr Jim Aspinall's recent illness. The Committee wished Cllr Aspinall a speedy recovery.

OS.15 Declarations of Disclosable Pecuniary or Personal Interests and Non-Disclosable Pecuniary / Other Interests

No Declarations of Interest were received.

OS.16 To receive and approve as a correct records the minutes of the meeting of the Overview and Scrutiny Committee, held on 10 October 2017

The Minutes of the Overview & Scrutiny Committee, held on 10 October 2017, were approved as a true record. The Committee heard that the use of social media to enable people to follow the meeting and to submit questions had proved highly successful, with many people using the internet to view the meeting. Members welcomed this.

OS.17 Budget Update (Presentation at the Meeting)

The Committee received a presentation from the Corporate Finance Manager on the Council's Budget. As part of this she explained the purpose of the Medium Term Financial Strategy (MTFS), and how it enables the Authority to understand the financial challenges facing it and to plan for how it is going to meet them. The current MTFS covers the period 2018/23 and is revised to take into account new developments. The Strategy is next scheduled to be revised in February 2018.

The Corporate Finance Manager explained that the MTFs is built on a series of financial assumptions about how the Council's income and expenditure are going to change. As part of her presentation, she outlined the specific assumptions around individual income and expenditure pressures. These included the financial assumptions on which to base calculations to determine income from, Council Tax, Business Rates, New Homes Bonus and Housing Rents.

The Corporate Finance Manager also explained the assumptions around reductions in income, such as the phasing out of Rate Support Grant (RSG) from central government as well as the pressures to spend more. These included the impact of pay awards, higher utility services costs, as well as the wider economic factors, such as inflation and changes to interest rates.

Members were reminded that the Council faces a significant budget gap of £3.8M, which it will have to meet over the next five years. A series of savings targets to bridge this gap had already been agreed. £1M of these savings would have to be found during 2018-19. They involved expenditure reductions and action to generate additional income. The additional income would be generated by offering more commercial services and securing rent and other returns from new property investments.

The Committee thanked the Corporate Finance Manager for setting out the Council's budget position. Members recognised that the process of finding additional savings would become increasingly difficult and that would require it to embrace new ways of working if it was to meet the challenges facing it. There was a consensus that the Council should protect services to the public as far as it can and that it should seek to do this by generating additional income by operating in a more commercial way.

Members explored the benefits of a more commercial approach and especially the acquisition of a portfolio of property to generate income. They also asked about the potential risks and how these would be managed. The Chief Executive informed the Committee about the in house and other expertise the Council now had to ensure that it invested in the right properties, whilst minimising risk. Furthermore, subsequent disposal would be managed to optimise the return from them and enable other income-generating properties to then be bought. Members welcomed this.

Members also asked about the role which the Council's earmarked reserves can play in supporting the budget. The Committee were informed that reserves have continued to support specific activities but the ability to top-up was becoming increasingly difficult, unless reserves could be maintained there would be less available to support specific initiatives in future years.

Members considered that scrutiny should play an ongoing role in monitoring the Council's budget position and especially the success of income generation through commercial activities.

RESOLVED

That the Committee continue to monitor progress made in meeting the financial challenges facing the Council.

Reasons

In order to allow input to the budget from a cross-party committee.

OS.18 Scrutiny Workplan 2017-18 - Report to Follow

The Committee considered the latest position on the remaining topics from the 2017/18 work plan. Members were reminded that the Commercial Enterprise Strategy was one of the outstanding topics, which would be reviewed by Scrutiny Panel 'A' in early 2018. Members were asked to contact the Scrutiny Manager, Mike Joy, if they wished to suggest any other topics to be considered.

RESOLVED

- a) The Committee notes the ongoing topics on the 2017-18 Workplan;
- b) The Committee considers and identifies any additional topics for the 2017/18 Workplan that might benefit from Scrutiny involvement.

Reasons

Consulting, reviewing and agreeing items for the Scrutiny Workplan 2017/18 provides guidance and direction for the work undertaken by Scrutiny.

The meeting closed at 7.25 pm

Chairman.

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OVERVIEW AND SCRUTINY COMMITTEE

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

on Tuesday, 12th December, 2017 at 6.30 pm

Present: Councillor Cathy Mason in the Chair

Councillors David Griffiths (Substitute for Helen Hollis), Christine Quinn-Wilcox, Paul Roberts, Mike Smith (Substitute for Lauren Mitchell), John Wilmott and Jason Zadrozny (Substitute for Rachel Madden).

Tenant

Representatives: Minister Myrrha Hibbert

Apologies for Absence: Councillors Lee Anderson, Helen Hollis, Lauren Mitchell, John Knight and Rachel Madden. Mrs Pat Simms (Tenant Representative)

Officers Present: Ian Bailey, Chris Clipstone, Mike Joy and Alan Maher.

OS.19 Declarations of Disclosable Pecuniary or Personal Interests and Non-Disclosable Pecuniary / Other Interests

Cllr Cathy Mason and Cllr David Griffiths declared Non-Pecuniary / Other interests as members of the 'Ashfield Homes' Board of Directors, which had been responsible for managing the Council's housing stock. Cllr Cathy Mason declared a further Non-Pecuniary / Other interest as an employee of the Wilko retail company, which provides products to those receiving Decoration Assistance Vouchers.

OS.20 Introduction to Scrutiny Consideration of Decoration Assistance Vouchers

Members were reminded that following the Council's decision to directly manage its housing stock, the remit of the Overview and Scrutiny Committee had been extended to include Housing Related Performance matters. Two Tenant representatives had also been appointed to serve on the Committee. They would be invited to attend the Committee's meetings, when it scrutinised housing related issues. In this context, Members welcomed one of the appointed tenant representatives to the meeting, Minister Myrrha Hibbert.

The Committee was then asked to consider the performance of the Council's 'Decoration Assistance Voucher' Scheme. Members were assisted in this by

Chris Clipstone, Responsive and Voids Maintenance Manager and Ian Bailey, Partnership and Procurement Manager, from the Council's Housing Service.

The Housing Service officers began by explaining that the report to Committee set out the current process for allocating Decoration Assistance Vouchers, who can receive them and how much the scheme costs. It also explored a range of alternative options in which assistance could be provided and, in particular, whether there was scope for achieving efficiencies.

The Committee was told that Decoration Assistance Vouchers are issued to tenants when large scale work has taken place at their homes, such as the replacement of central heating systems or when electrical systems are rewired. Vouchers are also given to those moving into previously empty homes, so that they can re-decorate them.

Tenants can receive a maximum of £105 towards the cost of decorating a living room and £60 each for all other rooms. The Committee learned that either full or half value vouchers are issued, depending on how much the improvement works have damaged the décor or how much re-decoration an empty property requires. Tenants can use the money to buy decorating products at a wide range of suppliers from across the District or towards the cost of employing someone to carry out the decorating work for them.

The Committee was reminded by the Housing Service Officers that Cabinet had agreed to increase annually the value of Decoration Assistance Vouchers in line with the Retail Price Index (RPI). The cost of the scheme had risen in line with the index since 2004 and now stood at £156k per annum.

Members discussed possible alternatives to Decoration Assistance Vouchers, some of which were currently being used by other local authorities. This included bespoke 'Paint' or 'Decorating' Packs. These are provided by named stores and contain those products required to decorate. Another approach could be to use store cards, so that tenants could only purchase decorating products from specific retailers.

The Housing Service Officers made clear that such alternatives could have advantages and disadvantages. They explained that the Council might be able to bulk-buy at a discount decorating materials from large DIY chains. However, this would mean that tenants would no longer be able choose what they required from local suppliers. In some instances this could make it more difficult for them to collect the goods, especially for those who do not have cars or access to a car.

Such a change could also have a negative impact on small retailers, who have previously supplied goods to local people using Decoration Assistance Vouchers. This in turn could impact on the wider economy in local areas.

Members thanked the Housing Service officers for their contribution and discussed the report with them. The Committee felt that the Scheme ought to be retained. It had worked well and was supported strongly by those who benefited from the Vouchers.

Members also recognised that it was far more cost effective for the Council to enable residents to decorate themselves rather than have to employ or contract additional staff to decorate for them.

The Committee discussed whether Decoration Assistance Vouchers should continue to be provided to those tenants who are in arrears. Members felt that it would be counter-productive to change this. Providing vouchers to them helps to ensure that the properties remain in good condition. This means that the Council will not have to meet large costs to re-decorate them at a later date.

Members noted that the cost of the scheme had risen significantly. There was general agreement that it should be reviewed to make sure that it continues to offer good value for money. In this context, Members felt that the Cabinet's previous decision to link future increases in the value of the Decoration Assistance Vouchers to the Retail Price Index (RPI) should be revisited.

The Committee discussed various ways of securing value for money and for ensuring that scheme is not abused. One option that the Committee thought should be considered was the possible introduction of a 'contract'. Under this contract, those receiving Vouchers would be required to formally agree to use the voucher solely for decoration work. Another possibility would be to provide greater controls on what the Vouchers could be used to purchase.

At the conclusion of the discussion it was agreed that a small working group be established to consider these issues and to hear of best practice in other local authorities. The working group would then report its findings to the Committee.

RESOLVED

a) That with the agreement of the Chair of the Committee, a small working group be established to consider further possible improvements to the scheme, and in particular:

(i) The use of a contract that would require tenants who receive Vouchers to carry out specific decoration work;

(ii) Consideration of whether the indexing of Vouchers to the Retail Price Index (RPI) should be reviewed;

(iii) Whether there is scope for the Council to make savings by reaching an agreement with named suppliers to bulk purchase at a discounted rate decorating supplies;

(iv) Whether greater controls can be put in place on the use of Vouchers and what they can be used for to prevent the abuse of the scheme.

(b) That the working group's findings be reported back to the Committee for consideration in due course.

Reasons

To provide the Committee with sufficient information to reach conclusions and make recommendations about the Decoration Assistance Vouchers scheme.

The meeting closed at 7.45 pm

Chairman.

Report To:	Overview and Scrutiny	Date:	
Heading:	REVIEW OF PEER CHALLENGE RECOMMENDATIONS		
Portfolio Holder:	LEADER		
Ward/s:			
Key Decision:	No		
Subject to Call-In:	no		

Purpose of Report

This report presents to Overview and Scrutiny progress which has been made since June 2017 against key recommendations of the LGA peer challenge.

Recommendation(s)

For Overview and Scrutiny Committee to consider progress made in the implementation of key recommendations of the LGA peer challenge and that progress is sufficient enough not to warrant a further update to Overview and Scrutiny.

Reasons for Recommendation(s)

In June 2017 Cabinet endorsed the findings of the Local Government Association Peer Challenge, whilst seeking approval for Overview and Scrutiny Committee to monitor the implementation of approved actions arising from the peer challenge for the municipal year 2017/18.

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. Cabinet sanctioned all actions arising from the LGA report.

Alternative Options Considered

(with reasons why not adopted)

None

Detailed Information

1. Background

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 were very positive for the Council and show a significant improvement in Leadership and culture. The review also demonstrated 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 LGA report also highlighted areas of development and improvement.

2. Peer Challenge Approach

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.

3. Peer Challenge Findings

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

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.

4. Key recommendations, the Council Response and Current Progress

LGA peer challenge key recommendations, the council's initial response and our current progress to date is shown in the table below:-

Key Recommendation	Initial Council Response	Current Progress
<p>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.</p>	<p>The Corporate Plan has been reviewed and updated with priorities identified.</p>	<p>The Corporate Plan was reviewed and published in June 2017. The refresh included CLT review of priority projects within each programme for the specific financial year, these are clearly identified in the plan. The refresh also includes a review of the Corporate Scorecard measures, against which performance is reported to Cabinet on a quarterly basis.</p> <p>In accordance with the Council's Project Management Framework, key projects and activity are programme managed against annual priorities for delivery with a clear picture of expected outcomes for each programme and, where possible, sequencing of delivery in accordance with priority and capacity. A good example of this is the work carried out by the Regeneration Board, which oversees project development, delivery and closure.</p> <p>A review of the Corporate Plan and performance scorecard for 2018/19 is currently in progress. A review of priorities and 'must-do' activity for the medium term has been discussed and agreed with Cabinet.</p> <p>Completed</p>
<p>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.</p>	<p>The Council will maintain its momentum on the Place Leadership agenda, developing a local Place Leadership Board focussed on businesses. The Council will invest senior officer and member time in key partnership meetings. The Council will articulate key priorities for the District to external partners</p>	<p>The Council continues to exploit opportunities for collaborative working with our partners, particularly in respect of delivery of our regeneration priorities:-</p> <ul style="list-style-type: none"> • Positive outcomes have been achieved in partnership with the D2N2 LEP; in particular joint funding and delivery of Ada Lovelace House and redevelopment of the Idlewells indoor market. • Further LEP investment has also been approved (subject to final business plan) through its Town Centres Programme for the Kirkby Leisure Centre. • Agreed and set 3 highway priorities for the district which are now incorporated into the county's place plan. • Effective project governance driven by the regeneration programme board has facilitated increased partnership support and funding towards our regeneration activity. <p>Senior officer and member time has been invested in key partnership meetings; for example, the Leader is a member of the regional HS2 Board and the Deputy Leader is a member of the D2N2 LEP Infrastructure and Investment Board. The Leader is Vice Chair of the county wide Economic Prosperity Board.</p> <p>The Place Leadership Board (Ashfield Aspire) has been established and is progressing well, engaging key businesses and community groups. It is attended</p>

Key Recommendation	Initial Council Response	Current Progress
		<p>by the Chief Executive; sub groups of this Board are attended by the Director of Place and Communities and relevant Third Tier officers.</p> <p>Completed</p>
<p>3) Agree which of the new initiatives are going to deliver the best outcomes 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.</p>	<p>The reviewed corporate plan identifies key priorities</p>	<p>The Council's high-level priorities for the next 3 years have recently been agreed by XLT based on their contribution to the MTFS, service delivery, political priorities and level of customer service.</p> <p>Robust business cases for change, an understanding of net savings delivered and return on investment are developed/ being developed for each high level priority e.g (Digital) Transformation Programme.</p> <p>Options for change have been proposed and consulted with residents in order to prioritise savings. A gateway scheme for capital bids has also been introduced in order to prioritise additional new projects onto the capital programme. A digital transformation gateway is also currently being developed.</p> <p>Completed</p>
<p>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.</p>	<p>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</p>	<p>A single transformation vision has been set out in the 'Strategic Direction' that collates and outlines the key elements of commercialisation, transformation, customer service and people. This was agreed by Cabinet in October 2017. Work is continuing to ensure alignment of the strategic direction with each relevant underpinning strategy, further crystallising what is to be achieved, how and by when.</p> <p>The commercialism agenda has further developed over the last 12 months with focus being given to projects which will deliver the most commercial gain for the organisation, such as commercial property investment. Service areas are asked to consider commercial opportunity through service planning, whilst trading services continue to be reviewed with the objective of reducing subsidy levels. The commercial enterprise strategy will shortly be revisited followed by respective employee communication.</p> <p>The transformation and service review programme are closely managed and delivered under the leadership of the corporate transformation and efficiency programme board. The organisation has a clearer understanding of the interdependencies of service reviews. The Council recently commissioned external specialist support from Socitm to help us further understand how new technology</p>

Key Recommendation	Initial Council Response	Current Progress
		<p>can be used to deliver transformation, particularly through the implementation of a new CRM to build a single access model for all Council services. An outline business case for delivering a corporate programme of digital transformation is being finalised.</p> <p>Completed</p>
<p>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.</p>	<p>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.</p>	<p>A corporate savings plan, linked to the MTFS, collates financial targets for key savings streams and performance is monitored by XLT, CLT and Cabinet.</p> <p>Due to the individual nature of commercial and property projects, targets are incorporated into the MTFS on this basis. The Savings Strategy does however include a savings stream target for the service review programme. Potential savings streams are currently being considered for procurement opportunities.</p> <p>Completed</p>
<p>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.</p>	<p>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.</p>	<p>A fundamental review of the most effective approach to presenting a clear and consistent picture of the financial position of the Council will take place in 2018/19 with a view to implementing in 2019, including a review of the presentation of financial reports.</p> <p>Ongoing</p>
<p>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.</p>	<p>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 work plan should be aligned better with the corporate plan</p>	<p>A recent service review has resulted in the restructure of scrutiny officer resource, making available dedicated research and manager roles to service the scrutiny function and assisting in the development of a different approach to the work programme.</p> <p>The scrutiny work programme continues to be aligned to the corporate plan, with CLT and member input. A dedicated housing performance scrutiny meeting has been established. Scrutiny meetings are occasionally scheduled to discuss single focus issues, ie. Recent ASB session which also engaged residents through the use of facebook live.</p> <p>Ongoing</p>

Key Recommendation	Initial Council Response	Current Progress
<p>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.</p>	<p>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.</p>	<p>Member induction and training has been raised through the Cross Party Update Group meeting. A Cross Party Member Working Group will be established towards the end of 2018 to devise an induction programme for the new intake of Councillors in May 2019.</p> <p>Ongoing</p>
<p>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.</p>	<p>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</p>	<p>A review of the project management governance frameworks in 2017 resulted in the cessation of Priority Theme Boards which were seen to duplicate with XLT and Portfolio Holder one to ones. The framework is currently being reviewed in order to identify opportunities to further reduce bureaucracy, improve governance, process and value-adding activity.</p> <p>The performance management framework is reviewed annually through review of the corporate and service level scorecards. Service planning workshops have been delivered to support the review of service plans including the need to have meaningful performance measures.</p> <p>Performance management approaches have been strengthened through the development of a new competency framework which will be incorporated into personal development reviews (PDR) from 2018. 360 management assessments will also be completed in the spring to inform PDRs. The organisation's culture is also currently being re-assessed through the completion of a culture survey which follows a very positive employee survey.</p> <p>A review of community engagement was recently concluded with decision taken to cease area committees with effect from December 2017.</p> <p>Completed</p>

Key Recommendation	Initial Council Response	Current Progress
10) 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	<p>The Cross Party Update Group continues to meet on a regular basis.</p> <p>The Members Digest is produced and circulate to all Members on a monthly basis.</p> <p>Access arrangements for Members have remained in place.</p> <p>Completed</p>
11) 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	<p>A review of the complaints process was added to the Standards and Personnel Appeals Committee workplan for 2017/2018. A cross party working group taken from the Committee membership was formed to develop and consider changes to the complaints process and the Members' Social Media Policy. Proposed changes have also been discussed at the Cross Party Update Group.</p> <p>The revised process and policy will be reported to the Standards and Personnel Appeals Committee scheduled for 28 March 2018 with a view to recommendation of the same to the Council AGM in May for adoption,</p> <p>Ongoing</p>

Implications

Corporate Plan:

The corporate plan has been, and will continue to be reviewed annually, particularly clarifying the organisation's key priorities and measured outcomes, in line with the LGA peer challenge recommendations.

Legal:

There are no significant legal issues identified in this progress report.

Finance:

Budget Area	Implication
General Fund – Revenue Budget	none arising from this report
General Fund – Capital Programme	none arising from this report
Housing Revenue Account – Revenue Budget	none arising from this report
Housing Revenue Account – Capital Programme	none arising from this report

Risk:

Risk	Mitigation
Lack of focus for further organisational improvement leading to a decline in performance.	Monitored delivery of LGA key recommendations Continuous review and enhancement of performance, project and financial management frameworks.

Human Resources:

No impact.

Equalities:

Equality impact has previously been considered in regards to the outcomes of the community engagement review.

Other Implications:

None

Reason(s) for Urgency

Not applicable

Reason(s) for Exemption

Not applicable

Background Papers

LGA Peer Challenge Report March 2017

Report Author and Contact Officer

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j.froggatt@ashfield-dc.gov.uk

Rob Mitchell
CHIEF EXECUTIVE

Report To:	OVERVIEW AND SCRUTINY COMMITTEE	Date:	15 FEBRUARY 2017
Heading:	CORPORATE SCORECARD – APRIL TO SEPTEMBER 2017 POSITION		
Portfolio Holder:	LEADER		
Ward/s:			
Key Decision:	No		
Subject to Call-In:	No		

Purpose of Report

This report presents to Scrutiny the Quarter 2, April to September 2017 outturn for the Corporate performance scorecard, which is aligned with the Corporate Priorities.

Recommendation(s)

- For Scrutiny to consider and proactively review the levels of performance achieved against the Corporate Scorecard as at Quarter 2 2017/18 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 Corporate Priorities are being delivered, the approach providing a more rounded view on performance with a greater emphasis on customer satisfaction and quality.

The Corporate Scorecard has previously been agreed by Cabinet.

Performance outturn for the Corporate Scorecard will be monitored and managed at CLT, Cabinet and Scrutiny.

Alternative Options Considered

None

Detailed Information

Ashfield's Corporate Scorecard

The corporate scorecard structure enables measuring of organisational performance adopting typical balanced scorecard perspectives of:-

- Community and Customer
- Funding the Future
- Organisational Effectiveness
- Our People

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

April to September Corporate Scorecard Performance

2016/17 year-end performance position was very positive with 80% improvement across the corporate scorecard and 91% achievement against targets.

Overall, the outturn for Quarter 2 2017/18 also indicates a positive position:-

- 65% of measures indicating an improved position compared to the same period in the previous year, with a further 16% of performance levels only 5% lower than last year.
- 77% of measures achieving or exceeding target, with a further 14% within 10% variance of target.

Areas of improved performance are:

- Rent collection levels are at the highest comparative quarter 2 position
- Processing of all types of planning application are well above nationally prescribed standard targets and last year's performance outturns.
- Void turnaround is currently 5 days quicker than previous years.
- Tenants assisted with money advice increasing and greater than target
- Homelessness levels due to domestic violence are significantly two thirds less than quarter 2 last year.
- Private sector enforcement activity is nearly double those achieved last year and also the year before, particularly for damp and mould.
- Service requests regarding dog fouling are 40% lower than last year and 68% lower than 13/14 levels.
- There has been a 10% reduction in levels of anti-social behaviour across the district
- Direct debit payments have increased by 4%. We are continuing to review payment channels and digital accessibility for customers.

However, recognised areas for improvement are:-

- Outdoor market stall occupation levels are currently 6% lower than the same period 2016/17. Some reduction in stalls let was expected due to recent changes in the number of market days offered across the district, however, it is noted that the letting of stalls in Sutton is particularly underperforming, whilst those in Hucknall are improving following the town centre improvements. . With an attractive grant funding package and great market locations, we are actively promoting the market offer across and beyond the district to both new and former traders, to increase occupation and income.

- 14% less long term empty properties have been brought back into use compared to the same period last year (78 compared to 91 properties). In Quarter 2 there were 716 empty residential properties across the district, 479 of these are ones where action can be taken against. Due to potential fraudulent claims regarding second homes (non-actionable properties) we have recently changed our approach and are cracking down on these exempted properties. Loss of capacity within the team for 7 months of this year has also impacted however due to exceptional performance of the rest of the team proactive enforcement activity has enabled good outturn levels to be achieved. Next quarters performance returns are expected to show a reduction in the total number of empty properties to around 500/550 levels.
- Number new affordable homes levels are significantly less than previous year. This is recognised as being low due to lack of registered provider development now that very little grants are available and S106 opportunities.
- Service requests for fly tipping show a 32% increase compared to the previous year with an increasing worsening trend. However, it is acknowledged that comparatively there are also increasing trends being experienced by our nearest neighbours, across the east midlands and nationally with increases of 49%, 23% and 42% respectively from 2015/16 to 2016/17. The District Councils Network ran a recent East Midlands event on the subject. Ashfield District Council was one of the organisers of the event which confirmed that this is a significant issue across all types of Local Authorities. The event has identified some proposals that will be refined before being put to the government on how the issue could be better tackled.

Implications

Corporate Plan:

The report relates to delivery of the Corporate Plan Priorities. It covers performance for the period April to September 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 a detailed corporate scorecard report.
General Fund – Capital Programme	
Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

Risk:

Risk	Mitigation
Poor performance would potentially result in inability to deliver the corporate priorities as specified in the corporate plan	Regular monitoring of performance and robust performance management through the authority's performance framework

Human Resources:

High levels of performance can have a positive impact upon employee engagement and retention which in turn can enhance performance further.

Equalities:

None

Other Implications:

None

Reason(s) for Urgency

None

Reason(s) for Exemption

None

Background Papers

Detailed Corporate Scorecard – Quarter 2 Performance 2017/18

Report Author and Contact Officer

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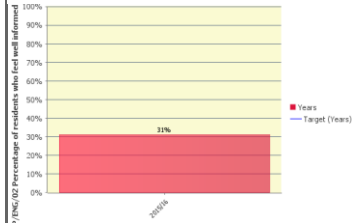
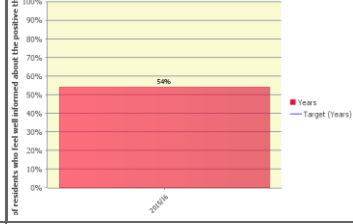


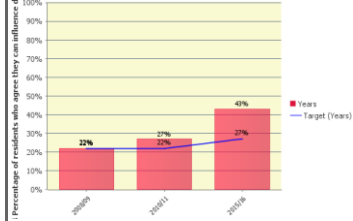
Rob Mitchell
CHIEF EXECUTIVE

Corporate Scorecard Performance Report

Generated on: 17th November 2017

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

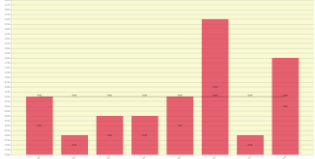
Customer Satisfaction																	
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update									
(ADC)CORP/STFS/1 Resident satisfaction with the way the Council runs things	76% (2015/16)	35%	🟢	↑	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/STFS/1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

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% (2016/17)	0%	🟢	⬆️	Aim to Minimise	<table border="1"> <caption>Percentage of Ombudsman complaints upheld</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>42%</td> <td>-</td> </tr> <tr> <td>2016/17</td> <td>0%</td> <td>0%</td> </tr> </tbody> </table>	Year	Actual (%)	Target (%)	2015/16	42%	-	2016/17	0%	0%	0 out of 16 decisions upheld. LGO 2016/17 assessment	2016/17
Year	Actual (%)	Target (%)															
2015/16	42%	-															
2016/17	0%	0%															

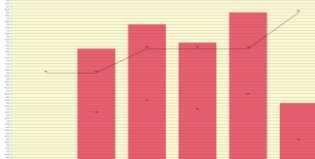
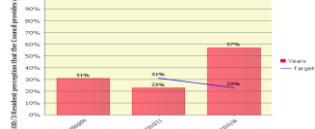
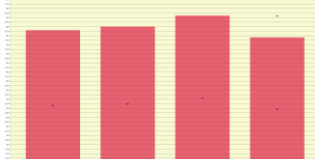
Service Standards																				
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update												
(ADC)CORP/SERV/1 Number of services with customer satisfaction assessments in place	90%	70%	🟢	⬆️	Aim to Maximise	<table border="1"> <caption>Percentage of services with customer satisfaction assessments</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>52%</td> <td>-</td> </tr> <tr> <td>2017</td> <td>70%</td> <td>-</td> </tr> <tr> <td>2018</td> <td>-</td> <td>70%</td> </tr> </tbody> </table>	Year	Actual (%)	Target (%)	2016	52%	-	2017	70%	-	2018	-	70%		2016/17
Year	Actual (%)	Target (%)																		
2016	52%	-																		
2017	70%	-																		
2018	-	70%																		
(ADC)CORP/SERV/2 Corporate service standards	New PI in development through Organisation Wide Customer Service Review							Q4 2016/17												


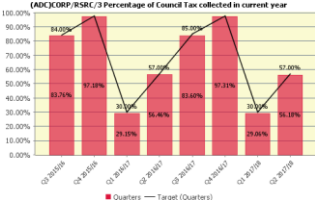

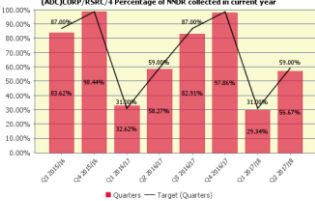
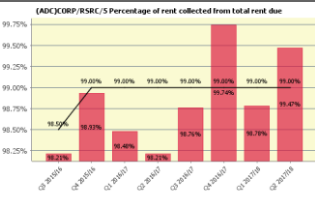
Funding the Future Perspective

Better Use of Assets

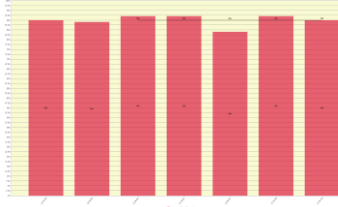
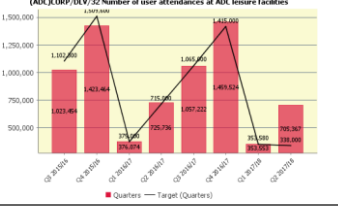
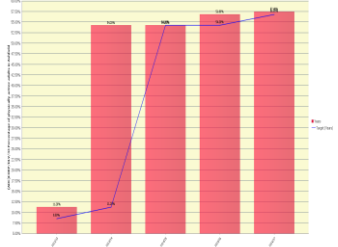
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/BUOA/1 Occupancy of ADC commercial property portfolio (excluding Ashfield Business Centre)	92.00%	90.00%	🟢	⬆️	Aim to Maximise			Q2 2017/18

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	65%	80%	🟡	⬇️	Aim to Maximise		Quarter 2 position is usually lower than performance achieved by year end. Still 2 PI's with data outstanding. Many PI's have only slight dip in performance, with just 5 of any significance	Q2 2017/18
(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 <i>LGA National Poll June 2015 Benchmark - 51%</i>	2015/16
(ADC)CORP/PROD/4 Overall performance v target	79%	90%	🟡	⬇️	Aim to Maximise		Awaiting missing data for 2 PI's. 7 PI's within 10% of target, only 4 worse than 10% of target	Q2 2017/18


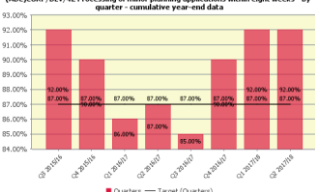
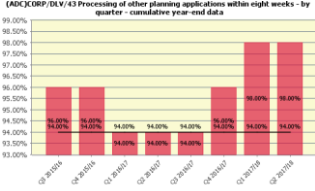
Resources								
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/RSRC/1 Collection of council tax – summary of recent completed years	97.88%	98.56%	⚠	↓	Aim to Maximise		Because of the size of the overall council tax debit (£60m) it can take up to four years to collect the tax for any given year	2016/17
(ADC)CORP/RSRC/3 Percentage of Council Tax collected in current year	56.18%	57.00%	⚠	↓	Aim to Maximise		Council Tax collection is fractionally under target. The shortfall is 0.82% which falls well within normal variance. Recovery activity is fully up to date therefore the shortfall is most likely due to the collection target profile figure being incorrect	Q2 2017/18
(ADC)CORP/RSRC/2 Collection of NNDR – summary of recent completed years	98.42%	98.7%	⚠	↓	Aim to Maximise			2016/17
(ADC)CORP/RSRC/4 Percentage of NNDR collected in current year	56.67%	59.00%	⚠	↓	Aim to Maximise		The collection target profile is incorrect and needs to be amended to reflect the fact that a very large business paid in full in April last year, but this year have chosen to pay by instalments, immediately changing the collection profile for this year.	Q2 2017/18
(ADC)CORP/RSRC/5 Percentage of rent collected from total rent due	99.47%	99.00%	✅	↑	Aim to Maximise		Does not include arrears brought forward from 2016/17. If these were to be included the figure would be 97.31%. This percentage will gradually increase throughout the year as the amount of rent collected increases.	Q2 2017/18

Organisational Effectiveness

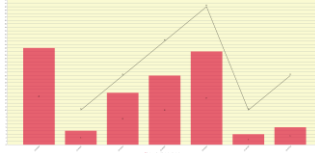
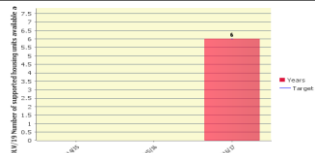
Delivery								
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/01 Delivery of Corporate plan % of actions implemented or on track	90%	90%	🟢	↓	Aim to Maximise		62% of projects are now completed with a further 28% on track, only 8% across the whole Corporate Plan are off track	Q2 2017/18
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	705,367	691,580	🟢	↓	Aim to Maximise		Current performance continues to improve despite the closure of Huthwaite leisure centre in July 2017	Q2 2017/18
(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

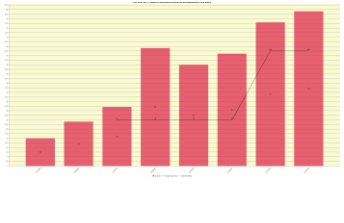
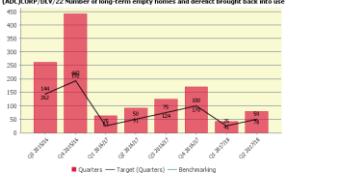
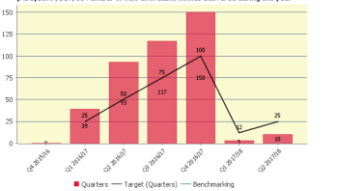
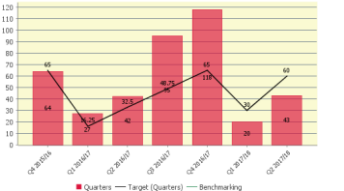
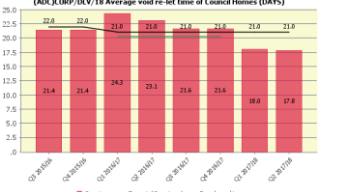
Delivery - Regeneration Priority

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	<p>Bar chart showing (ADC)CORP/DLV/35 NNDR rateable value from 2013/12 to 2017/18. The y-axis ranges from £77,000,000 to £83,500,000. The x-axis shows quarters from 2013/12 to 2017/18. A blue line represents the target, and red bars represent actual values. Values are: 2013/12 (£77,311,427), 2014/12 (£77,646,297), 2015/12 (£78,212,703), 2016/12 (£80,064,484), 2017/12 (£81,349,276), 2018/12 (£83,243,263).</p>		2017/18
(ADC)CORP/DLV/48 Number of market stalls occupied – outdoor only	3,459	1,500	✓	↓	Aim to Maximise	<p>Bar chart showing (ADC)CORP/DLV/48 Number of market stalls occupied – outdoor only from Q2 2016 to Q2 2018. The y-axis ranges from 0 to 7,000. The x-axis shows quarters from Q2 2016 to Q2 2018. Red bars represent actual values, a blue line represents the target, and a grey line represents benchmarking. Values are: Q2 2016 (5,622), Q2 2017 (7,029), Q3 2017 (1,159), Q4 2017 (3,491), Q1 2018 (5,528), Q2 2018 (6,873), Q3 2018 (1,717), Q4 2018 (3,488).</p>	1742 for Q2 Issues mainly in Sutton with loss of 16 stalls over 4 days and drop in footfall levels in the town centre, some due to movement of stores further out of town and ASB increases on Portland Square	Q2 2017/18
(ADC)CORP/DLV/39 Number of value-added market events and supported community events	10	5	✓	↓	Aim to Maximise	<p>Bar chart showing (ADC)CORP/DLV/39 Number of value-added market events and supported community events from Q2 2016 to Q2 2018. The y-axis ranges from 0 to 23. The x-axis shows quarters from Q2 2016 to Q2 2018. Red bars represent actual values, a blue line represents the target, and a grey line represents benchmarking. Values are: Q2 2016 (15), Q2 2017 (17), Q3 2017 (10), Q4 2017 (15), Q1 2018 (21), Q2 2018 (22), Q3 2018 (4), Q4 2018 (5).</p>	5 for Q2	Q2 2017/18
(ADC)CORP/DLV/49 Number of commercial empty properties brought back into use	2	New PI	✓	New	Aim to Maximise	<p>Bar chart showing (ADC)CORP/DLV/49 Number of commercial empty properties brought back into use. The y-axis ranges from 0 to 2. A single red bar is shown for Q2 2018 with a value of 2.</p>	2017/18 data still awaited	Q4 2016/17
(ADC)CORP/DLV/50 Number of dilapidated buildings visually improved	14	New PI	✓	New	Aim to Maximise	<p>Bar chart showing (ADC)CORP/DLV/50 Number of dilapidated buildings visually improved. The y-axis ranges from 0 to 14. A single red bar is shown for Q2 2018 with a value of 14.</p>	2017/18 data still awaited	Q4 2016/17

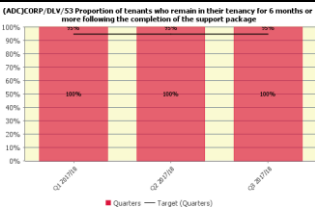
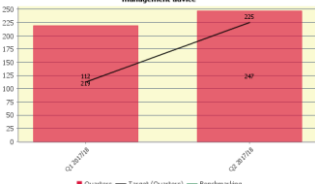
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/41 Processing of major planning applications within 13 weeks – by quarter – cumulative year-end data	89.00%	75.00%	🟢	↑	Aim to Maximise			Q2 2017/18
(ADC)CORP/DLV/42 Processing of minor planning applications within eight weeks – by quarter – cumulative year-end data	92.00%	87.00%	🟢	↑	Aim to Maximise			Q2 2017/18
(ADC)CORP/DLV/43 Processing of other planning applications within eight weeks – by quarter – cumulative year-end data	98.00%	94.00%	🟢	↑	Aim to Maximise			Q2 2017/18

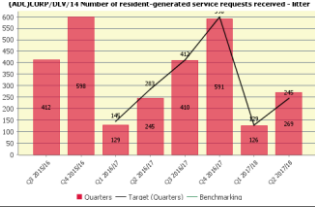
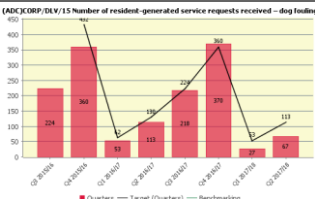
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Delivery - Housing Priority								
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/11 Number of homeless people due to DV	5	20	🟢	↑	Aim to Minimise		Within target but largely the number of approaches due to domestic violence is outside the team's control.	Q2 2017/18
(ADC)CORP/DLV/19 Number of DV supported housing units available across the district	6	6	🟢	New	Aim to Maximise			2016/17



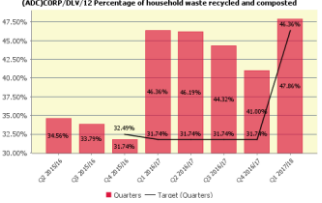


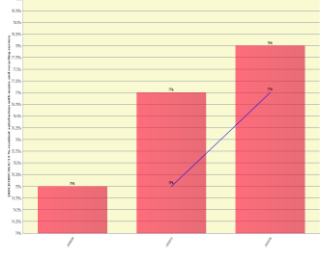



Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/47 Number of households prevented from becoming homeless	84	62.5	🟢	↑	Aim to Maximise		Target exceeded. Excellent work by the team to ensure that the number of households prevented from being homeless is increasing and exceeds the number of actual homeless households.	Q2 2017/18
(ADC)CORP/DLV/22 Number of long-term empty homes and derelict brought back into use	78	50	🟢	↓	Aim to Maximise			Q2 2017/18
(ADC)CORP/DLV/03 Number of new affordable homes delivered during the year	10	25	🔴	↓	Aim to Maximise		Further chase to RPS for information. Awaiting end of 1/4 returns from RP's. Aware an further 7 social rented properties advertised through Homefinder but possibility of other units, in which case the end of 1/4 figure will be revised.	Q2 2017/18
(ADC)CORP/DLV/07 Disabled facility grant - number of grants delivered	43	60	🔴	↑	Aim to Maximise			Q2 2017/18
(ADC)CORP/DLV/18 Average void re-let time of Council Homes (DAYS)	17.8	21.0	🟢	↑	Aim to Minimise			Q2 2017/18

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update																																												
(ADC)CORP/DLV/20 Percentage of non-decent homes of total council housing stock	0.19%	0.40%	🟢	↑	Aim to Minimise	<p>(ADC)CORP/DLV/20 Percentage of non-decent homes of total council housing stock</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>0.60%</td><td>0.40%</td></tr> <tr><td>Q2 2017/18</td><td>0.75%</td><td>0.40%</td></tr> <tr><td>Q3 2017/18</td><td>0.50%</td><td>0.40%</td></tr> <tr><td>Q4 2017/18</td><td>0.50%</td><td>0.40%</td></tr> <tr><td>Q1 2018/19</td><td>0.35%</td><td>0.40%</td></tr> <tr><td>Q2 2018/19</td><td>0.44%</td><td>0.40%</td></tr> <tr><td>Q3 2018/19</td><td>0.22%</td><td>0.40%</td></tr> <tr><td>Q4 2018/19</td><td>0.19%</td><td>0.40%</td></tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1 2017/18	0.60%	0.40%	Q2 2017/18	0.75%	0.40%	Q3 2017/18	0.50%	0.40%	Q4 2017/18	0.50%	0.40%	Q1 2018/19	0.35%	0.40%	Q2 2018/19	0.44%	0.40%	Q3 2018/19	0.22%	0.40%	Q4 2018/19	0.19%	0.40%		Q2 2017/18																	
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Q4 2018/19	0.19%	0.40%																																																		
(ADC)CORP/DLV/09 Number of properties inspected and enforcement action taken to mitigate cold hazards	212	200	🟢	↑	Aim to Maximise	<p>(ADC)CORP/DLV/09 Number of properties inspected and enforcement action taken to mitigate cold hazards</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>75</td><td>100</td><td>100</td></tr> <tr><td>Q2 2017/18</td><td>102</td><td>100</td><td>100</td></tr> <tr><td>Q3 2017/18</td><td>111</td><td>100</td><td>100</td></tr> <tr><td>Q4 2017/18</td><td>208</td><td>100</td><td>100</td></tr> <tr><td>Q1 2018/19</td><td>299</td><td>100</td><td>100</td></tr> <tr><td>Q2 2018/19</td><td>307</td><td>100</td><td>100</td></tr> <tr><td>Q3 2018/19</td><td>480</td><td>100</td><td>100</td></tr> <tr><td>Q4 2018/19</td><td>112</td><td>100</td><td>100</td></tr> <tr><td>Q1 2019/20</td><td>69</td><td>100</td><td>100</td></tr> <tr><td>Q2 2019/20</td><td>212</td><td>100</td><td>100</td></tr> </tbody> </table>	Quarter	Actual	Target	Benchmark	Q1 2017/18	75	100	100	Q2 2017/18	102	100	100	Q3 2017/18	111	100	100	Q4 2017/18	208	100	100	Q1 2018/19	299	100	100	Q2 2018/19	307	100	100	Q3 2018/19	480	100	100	Q4 2018/19	112	100	100	Q1 2019/20	69	100	100	Q2 2019/20	212	100	100		Q2 2017/18
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Q2 2019/20	212	100	100																																																	
(ADC)CORP/DLV/10 Number of properties inspected and enforcement action taken to mitigate damp and mould	247	100	🟢	↑	Aim to Maximise	<p>(ADC)CORP/DLV/10 Number of properties inspected and enforcement action taken to mitigate damp and mould</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>89</td><td>100</td><td>100</td></tr> <tr><td>Q2 2017/18</td><td>102</td><td>100</td><td>100</td></tr> <tr><td>Q3 2017/18</td><td>89</td><td>100</td><td>100</td></tr> <tr><td>Q4 2017/18</td><td>121</td><td>100</td><td>100</td></tr> <tr><td>Q1 2018/19</td><td>159</td><td>100</td><td>100</td></tr> <tr><td>Q2 2018/19</td><td>258</td><td>100</td><td>100</td></tr> <tr><td>Q3 2018/19</td><td>269</td><td>100</td><td>100</td></tr> <tr><td>Q4 2018/19</td><td>334</td><td>100</td><td>100</td></tr> <tr><td>Q1 2019/20</td><td>112</td><td>100</td><td>100</td></tr> <tr><td>Q2 2019/20</td><td>247</td><td>100</td><td>100</td></tr> </tbody> </table>	Quarter	Actual	Target	Benchmark	Q1 2017/18	89	100	100	Q2 2017/18	102	100	100	Q3 2017/18	89	100	100	Q4 2017/18	121	100	100	Q1 2018/19	159	100	100	Q2 2018/19	258	100	100	Q3 2018/19	269	100	100	Q4 2018/19	334	100	100	Q1 2019/20	112	100	100	Q2 2019/20	247	100	100		Q2 2017/18
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Q2 2019/20	247	100	100																																																	
(ADC)CORP/DLV/52 Number of Council properties in receipt of an aid or adaptation	298	248 (based on last years outturn)	🟢	↑	Aim to Maximise	<p>(ADC)CORP/DLV/52 Number of Council properties in receipt of an aid or adaptation</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>298</td><td>248</td></tr> <tr><td>Q2 2017/18</td><td>248</td><td>248</td></tr> </tbody> </table>	Quarter	Actual	Target	Q1 2017/18	298	248	Q2 2017/18	248	248	This new PI measures the number of aids & adaptations completed to the residential housing stock within the financial year and will be updated biannually. Recognised it will be difficult to set a target as perf will fluctuate annually and the number completed within one year won't have any bearing on the number completed in subsequent years.	Qu2 2017/18																																			
Quarter	Actual	Target																																																		
Q1 2017/18	298	248																																																		
Q2 2017/18	248	248																																																		

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/53 Proportion of tenants who remain in their tenancy for 6 months or more following the completion of the support package	100%	95%	✓	▬	Aim to Maximise			October 2017
(ADC)CORP/DLV/54 Number of Council Tenants assisted with welfare and money management advice	247	225	✓	↑	Aim to Maximise			Q2 2017/18

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	269	245	⚠	↓	Aim to Minimise			Q2 2017/18
(ADC)CORP/DLV/15 Number of resident-generated service requests received – dog fouling	67	113	✓	↑	Aim to Minimise		Number of requests for dog fouling significantly down year on year, with 46 fewer requests (40% lower)	Q2 2017/18

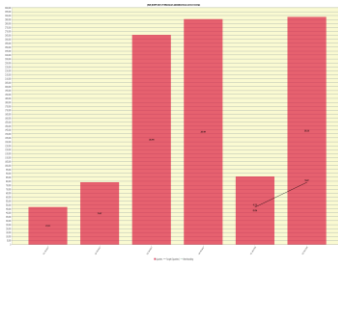
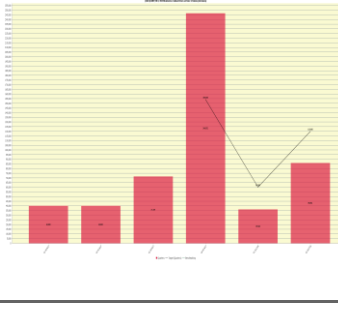
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update																											
(ADC)CORP/DLV/16 Number of resident-generated service requests received – fly-tipping	444	336	🟠	↓	Aim to Minimise	<p>(ADC)CORP/DLV/16 Number of resident-generated service requests received – fly-tipping</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>424</td> <td>336</td> </tr> <tr> <td>Q2 2017/18</td> <td>560</td> <td>336</td> </tr> <tr> <td>Q3 2017/18</td> <td>244</td> <td>336</td> </tr> <tr> <td>Q4 2017/18</td> <td>376</td> <td>336</td> </tr> <tr> <td>Q1 2018/19</td> <td>520</td> <td>336</td> </tr> <tr> <td>Q2 2018/19</td> <td>796</td> <td>336</td> </tr> <tr> <td>Q3 2018/19</td> <td>211</td> <td>336</td> </tr> <tr> <td>Q4 2018/19</td> <td>374</td> <td>336</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1 2017/18	424	336	Q2 2017/18	560	336	Q3 2017/18	244	336	Q4 2017/18	376	336	Q1 2018/19	520	336	Q2 2018/19	796	336	Q3 2018/19	211	336	Q4 2018/19	374	336	Increase in fly-tipping requests year on year, pro-active work regarding surveillance in hot-spot areas will be taking place in the coming weeks in a bid to tackle this increase	Q2 2017/18
Quarter	Actual	Target																																	
Q1 2017/18	424	336																																	
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Q2 2018/19	796	336																																	
Q3 2018/19	211	336																																	
Q4 2018/19	374	336																																	
(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	38	20	🟢	↓	Aim to Maximise	<p>(ADC)CORP/DLV/34 Number of new Environmental Volunteers actively engaged</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>12</td> <td>20</td> </tr> <tr> <td>Q2 2017/18</td> <td>29</td> <td>20</td> </tr> <tr> <td>Q3 2017/18</td> <td>46</td> <td>20</td> </tr> <tr> <td>Q4 2017/18</td> <td>97</td> <td>20</td> </tr> <tr> <td>Q1 2018/19</td> <td>22</td> <td>20</td> </tr> <tr> <td>Q2 2018/19</td> <td>38</td> <td>20</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1 2017/18	12	20	Q2 2017/18	29	20	Q3 2017/18	46	20	Q4 2017/18	97	20	Q1 2018/19	22	20	Q2 2018/19	38	20	16 for Q2	Q2 2017/18						
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Q2 2017/18	29	20																																	
Q3 2017/18	46	20																																	
Q4 2017/18	97	20																																	
Q1 2018/19	22	20																																	
Q2 2018/19	38	20																																	
(ADC)CORP/DLV/36 Incidents of ASB – police recorded	1,891	2,093	🟢	↑	Aim to Minimise			Q2 2017/18																											
(ADC)CORP/DLV/37 Percentage of customers satisfied with the action the Council has taken – ASB & Nuisance	81%	82%	🟢	↓	Aim to Maximise		In comparison to the same quarter last year the figures reflect ongoing consistent performance however there needs to be acknowledgment that performance figures may continue to fluctuate due to the review within the process that are being implemented. Specifically the duty cover that was put into place this quarter – allowing officers to close cases at first point of contact due to sound advice being shared. It needs to be noted that customers feel that this may not be as	Q2 2017/18																											

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update															
							personal in relation to the service once provided by community protection.																
(ADC)CORP/DLV/12 Percentage of household waste recycled and composted	45.67%	46.25%			Aim to Maximise	 <p>ADC/CORP/DLV/12 Percentage of household waste recycled and composted</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2017</td> <td>34.56%</td> <td>35.00%</td> </tr> <tr> <td>Q4 2017</td> <td>33.71%</td> <td>35.00%</td> </tr> <tr> <td>Q1 2018</td> <td>35.74%</td> <td>35.00%</td> </tr> <tr> <td>Q2 2018</td> <td>46.36%</td> <td>46.25%</td> </tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q3 2017	34.56%	35.00%	Q4 2017	33.71%	35.00%	Q1 2018	35.74%	35.00%	Q2 2018	46.36%	46.25%	45.55% is an indicative figure and will likely go up by approx 1% when final information around MRF rejects recycled has been received from Veolia	Q2 2017/18
Quarter	Actual (%)	Target (%)																					
Q3 2017	34.56%	35.00%																					
Q4 2017	33.71%	35.00%																					
Q1 2018	35.74%	35.00%																					
Q2 2018	46.36%	46.25%																					
(ADC)CORP/DLV/13 % resident satisfaction with waste and recycling service	78%	77%			Aim to Maximise		Place Survey Measure - March 2016	2015/16															
(ADC)CORP/DLV/51 Average Improvement in circumstance Broomhill & New Cross	87				Aim to Maximise		Of 66 eligible outcome stars completed in the quarter, 57 reported an improvement in their circumstance across the 5 'key areas' of health, community, finance, employment and housing throughout the life of the intervention.	Q2 2017/18															

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Delivery - Organisational Improvement Priority

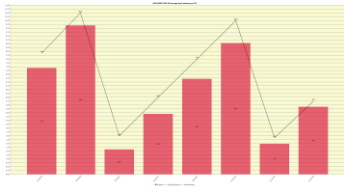

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/TRNS/2 Number of online payments made	7,563	7,668	⚠️	↓	Aim to Maximise			Q2 2017/18
(ADC)CORP/TRNS/3 Number of direct debit payments made	100,664	97,145	✅	↑	Aim to Maximise			Q2 2017/18
(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
(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

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/DLV/29 level of efficiencies identified through service reviews	£288,218	£78,607	🟢	↑	Aim to Maximise		Potential efficiencies identified from reviews of democracy, secretariat, ICT, asset management, community engagement and estates management. Further reviews ongoing with recommendations expected before year end include community protection hub, place and localities, and housing repairs.	Q2 2017/18
(ADC)CORP/DLV/30 level of efficiencies from service reviews realised	£85,891	£245,000 by year end	🟠	↑	Aim to Maximise		Relates to full year efficiencies agreed from service reviews following consultation and final decision. Target of £145k left from 2016/17 savings strategy and £100k 2017/18 savings strategy. Further decisions from Democracy and Asset Mgt review expected in qu 3.	Q2 2017/18
(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

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	57% (2017/18)	55%	✓	↑	Aim to Maximise			2017/18
(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	78% (2017/18)	75%	✓	↑	Aim to Maximise			2017/18
(ADC)CORP/TROG/4 Employee satisfaction with their job	69%	65%	✓	↑	Aim to Maximise			2017/18

Valuing Our People								
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Comments	Last Update
(ADC)CORP/VOP/02 Average days' absence per FTE	4.38	4.75	✓	↓	Aim to Minimise		Absence is currently under target, target 4.75, however the trend is showing an increase therefore close monitoring is continuing to be undertaken and recent report to CLT.	Q2 2017/18
(ADC)CORP/VOP/03 % of overall workforce which are Young People	4.42%	2.8%	✓	↑	Aim to Maximise			2016/17

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Agenda Item 7



Report To:	OVERVIEW AND SCRUTINY COMMITTEE	Date:	15 FEBRUARY 2018
Heading:	SCRUTINY WORKPLAN 2017-18		
Portfolio Holder:			
Ward/s:	ALL		
Key Decision:	NO		
Subject to Call-In:	NO		

Purpose of Report

The Scrutiny workplan is a standing item on the Overview and Scrutiny Agenda. This report aims to focus Members on monitoring and reviewing the Scrutiny workplan for 2017/18. Members are requested to monitor the agreed topics attached within this report and consider any additional items that may be beneficial for review, taking into account reasons for any future review, potential value added, timescales and priorities.

The workplan is a live document and ongoing consultation will continue to be undertaken with Service Directors, Third Tier Officers and Members. Community engagement will also form part of an ongoing consultation process. All suggestions received will be discussed by the Overview and Scrutiny Committee with the aim of developing a sound, informed and flexible workplan that will add value to the community and the work carried out by the Council and its partners.

Recommendation(s)

- Monitor the current topics on the workplan
- Note any new suggestions received for consideration;
- Consider any additional future topics for the 2017/18 workplan that may benefit from Scrutiny involvement.

Reasons for Recommendation(s)

Consulting, reviewing and agreeing items for the Scrutiny workplan 2017/18 provides guidance and direction for the work undertaken by Scrutiny in the coming year.

Alternative Options Considered

(with reasons why not adopted)

No alternative options have been considered, as agreeing the Scrutiny workplan is part of the Overview and Scrutiny Procedure Rules within the Council's Constitution.

Detailed Information

What is a Work Plan?

The Scrutiny Work Plan outlines the areas of work which are expected to be scrutinised over the coming months / year by or on behalf of the Council's Overview and Scrutiny Committee and Panels A and B. Topics added to the workplan should have expected outcomes to add value to the services delivered by the Council and its partners and/or improve the quality of lives of Ashfield residents.

It is recognised that there is a need for flexibility in the work plan so as to allow relevant issues to be dealt with as and when they arise. It is suggested that the number of items placed on the workplan should be limited to no more than 8.

Sources of Work Plan Ideas

Numerous sources of information can help to inform topic selection, including:

- Concerns that have been raised by the public relating to Council delivered services
- Issues of community concern – not necessarily services delivered by the Council
- Issues that have been flagged up by reviews, audits or inspections (past and present).
- Issues relating to Councils outcomes, objectives and priorities
- Consultations and interviews
- Underperformance
- "Stakeholders" concerns – raised by the Council's partners or the users of services
- Partnership objectives
- Cabinet Members, Chief Executive or Service Directors presentations about the pertinent issues that are emerging and any opportunities or threats on the horizon.
- Central government priority changes.
- Analysis of customer complaints.
- Improvement Plans.
- Forward Plan
- Budgetary analysis.

Scrutiny is also encouraged to think about external Scrutiny and the monitoring of other public bodies, and how its activities will engage partner organisations, the media and the public.

Selecting a Work Plan Topics

The Overview and Scrutiny Committee should use effective processes to select topics that will contribute towards the best possible workplan for Scrutiny. This means looking at the sources of information that may help and using them to choose the right topics. This involves:

- Drawing out and discussing what matters most to Councillors and to the community at large.
- Finding out about any research that has been completed or that is planned
- Prioritising topics.
- Looking at what the Scrutiny function has done before.
- Considering what added value is expected as a result of Scrutiny involvement

- Considering whether the topic is already being reviewed elsewhere
- Planning how to get the best from the Committee and Panel meetings

It is also important to note that Overview & Scrutiny have limited time and resources and therefore workplans need to be manageable. It is not possible to include every topic suggested by Members, Service Directors or the Public in the workplan. Successful Scrutiny is about looking at the right topic in the right way and Members will need to be selective whilst also being able to demonstrate clear arguments in favour of including or excluding topics.

Risks

A common pitfall for Overview & Scrutiny can be the inclusion of topics on the work plan that are unmanageable, of limited interest to the community, purely for informational purposes, have few outcomes and fail to 'add value' to the work of the Council or the well being of the community. As such the selection and prioritisation of topics is critical to the effectiveness of Overview & Scrutiny as such processes can ensure clearer focus, particularly in poor or weak areas of performance or major issues of concern to the wider community.

The Peer Challenge in 2017 highlighted that Scrutiny would benefit from an increased focus on strategic issues, therefore it may be informative to consider issues prioritised in both the [Corporate Plan](#) and the [Forward Plan](#).

New Topic suggestions (February 2018)

One additional topic has been suggested for consideration by Scrutiny – Review of Council Support of Christmas Events. This topic has been suggested to consider how the Council can best support communities in assisting with the planning and implementation of Christmas events (trees, lights and specific events).

Scrutiny Workplan – 2017/18

Topic	Panel	Notes / Timescale
Fly Tipping	Overview and Scrutiny Committee	March 2018
Outside Bodies	Scrutiny Panel A	Completed. Report to Cabinet Due in March 2018
Commercial Enterprise Strategy / Commercialism	Scrutiny Panel A	2018 (To Be Confirmed)

Topic	Panel	Notes / Timescale
Pest Control (Street Vermin)	Scrutiny Panel B –	Completed – Reported to Cabinet in October 2017
Peer Challenge Action Plan	Overview and Scrutiny Committee	February 2018
Absenteeism (Attendance Management)	Scrutiny Panel B	Completed (January 2017 – Follow-up due in July 2018)
Access to Homelessness Services / Homelessness Reduction Act	Scrutiny Panel B	Completed – Reported to Cabinet In October 2017.
Impact of car parking in town centres	Scrutiny Panel A	2018 / What impact car parking changes (1 hour free) has had on footfall and town centre economy.
CCTV	Scrutiny Panel B	Ongoing - Initial meeting held in October 2017
Community protection	Overview and Scrutiny Committee	Considered as part of extraordinary Crime and Disorder meeting in October 2017
Standing Items		
Performance	Overview and Scrutiny Committee	Quarterly
Budget Scrutiny	Overview and Scrutiny Committee	Initial consideration on 16 November 2017 – Follow-up in February 2018
Crime and Disorder Scrutiny	Overview and Scrutiny Committee	Annually – Held in October 2017
Housing Performance Scrutiny	Overview and Scrutiny Committee	First meeting held in December 2017

Implications

Corporate Plan:

The Scrutiny work plan should include issues based on performance, priority objectives and community concerns, many of which contribute to the Councils priorities, vision and outcomes contained in the Corporate Plan 2016 – 2019;

- Health and wellbeing of our residents.
- Economic Regeneration
- Place and Communities.
- Organisational Improvement
- Housing

Legal:

Consultation with Elected Members on items for the Scrutiny workplan is in accordance with procedure rules set out in the Councils Constitution.

Finance:

There are no immediate direct financial implications contained in the report, however Scrutiny reviews suggested and agreed for the workplan will consider financial implications and seek appropriate advice where applicable at the earliest opportunity.

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

Risk:

Risk	Mitigation
Without monitoring the workplan, there is a risk that items added may not add value, fall outside of Scrutiny remit or become unmanageable.	The Scrutiny workplan is a standing item on the Overview and Scrutiny Committee Agenda, this allows Members to monitor progress with reviews at each meeting.

Human Resources:

Where there are HR / equality and diversity implications identified through items agreed for the Scrutiny workplan, these will be consulted upon and considered as part of the wider workforce planning and equalities agendas.

Equalities:

There are no immediate equalities implications arising from this report.

Other Implications:

Unison / GMB will be consulted upon reviews that have potential staffing issues in a timely manner.
(if applicable)

Reason(s) for Urgency

None

Reason(s) for Exemption

None

Background Papers

Scrutiny Workplan 2016/17b

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RUTH DENNIS
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