

**ASHFIELD DISTRICT COUNCIL**



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

## Agenda

### Cabinet

Date: **Monday, 16th September, 2019**

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Time: **1.00 pm**

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

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For any further information please contact:

**Lynn Cain**

[l.cain@ashfield.gov.uk](mailto:l.cain@ashfield.gov.uk)

01623 457317

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# **CABINET**

## **Membership**

**Chairman:**

Councillor Jason Zadrozny

**Councillors:**

Kier Barsby  
Samantha Deakin  
David Martin  
Helen-Ann Smith  
John Wilmott

Melanie Darrington  
Tom Hollis  
Matthew Relf  
Daniel Williamson

## **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. To receive and approve as a correct record the minutes of the meeting of the Cabinet held on 15th July, 2019. 5 - 10
4. **New Corporate Plan.** 11 - 38  
Key Decision  
Leader of the Council: Councillor Jason Zadrozny
5. **2019/20 July Financial Monitoring Update Report.** 39 - 50  
Key Decision  
Portfolio Holder for Finance: Councillor David Martin
6. **Section 100A Local Government Act 1972: Exclusion of the Press and Public.**  
  
A Member of the 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 2 & 3 of Part 1 of Schedule 12A of the Act and in respect of which the Proper Officer considers the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”
7. **Proposed Building Control Service Transfer.** 51 - 56  
Key Decision  
Portfolio Holder for Place, Planning and Regeneration: Councillor Matthew Relf

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## CABINET

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

on Monday, 15th July, 2019 at 1.00 pm

**Present:** Councillor Jason Zadrozny in the Chair;

Councillors Samantha Deakin, David Hennigan,  
Tom Hollis, David Martin, Matthew Relf,  
Helen-Ann Smith, Daniel Williamson and  
John Wilmott.

**Apologies for Absence:** Councillor Kier Barsby.  
Robert Mitchell.

**Officers Present:** Craig Bonar, Lynn Cain, Carol Cooper-Smith,  
Dean Dakin, Ruth Dennis, Joanne Froggatt,  
Katherine Green, Peter Hudson, Mike Joy,  
Paul Parkinson and Shane Wright.

**In Attendance:** Councillors Dale Grounds, Arnie Hankin,  
Andy Meakin, Caroline Wilkinson and  
Rachel Madden.

### **CA.8 Declarations of Disclosable Pecuniary or Personal Interests and Non Disclosable Pecuniary/Other Interests**

No declarations of interest were made.

### **CA.9 Minutes**

RESOLVED

that the minutes of the meeting of the Cabinet held on 24<sup>th</sup> June, 2019 be received and approved as a correct record.

### **CA.10 Interim Scrutiny Recommendations - War Memorials**

The Vice Chairman of Scrutiny Panel B, Councillor Caroline Wilkinson, presented Cabinet with four interim recommendations arising from the Panel meeting held on 27<sup>th</sup> June, 2019. Initial review discussions had highlighted that the professional cleaning and restoration of the four earmarked war memorials was paramount to ensure completion in time for the 2019 remembrance events. Alternative funding options required approval to enable the work to be undertaken (and completed) in the event that the grant application to the War Memorials Trust proved unsuccessful.

Cabinet Members took the opportunity to thank the Scrutiny Team and especially the Council's Scrutiny Research and Support Officer, Shane Wright, for the work undertaken to progress the Council's war memorial restoration programme to ensure the future protection of Ashfield's heritage and the memories of the fallen within Ashfield.

RESOLVED that

a) the following four Scrutiny Panel B recommendations be approved:

- the four priority war memorials, identified in the report, are professionally cleaned and restored in readiness for remembrance events in November 2019;
- the Council continues with the submission of a grant application to the War Memorials Trust to secure funding for the professional cleaning and restoration work as required;
- in conjunction with b) above, the Council immediately identifies sufficient funding for the professional cleaning and restoration work required, should the grant application to the War Memorials Trust prove unsuccessful;
- a communications plan be developed ensuring the public is fully informed of the proposed cleaning and restoration works and any other events or plans relating to the District's war memorials;

b) the Council to also match fund the cost of professionally cleaning and restoring a suitable war memorial located within the Rural areas, once identified, following discussions with the War Memorial Maintenance Association and its representatives.

Reasons:

War memorials was added as a topic for review to the Scrutiny Workplan 2019/20 in June 2019. Due to the considerations of the Panel being time sensitive, Members felt it appropriate to present a set of interim recommendations to Cabinet at the earliest possible stage. This was to ensure that suitable cleaning and restoration work could be carried out in a timely manner, ensuring completion before remembrance events in November 2019.

#### **CA.11 Corporate Scorecard Performance - 2018/19 Year End Outturn**

Cabinet received and considered the 2018/19 year-end outturn for the corporate performance scorecard and acknowledged the requirement to re-visit the existing corporate scorecard (established under the previous Administration) to align with the review and refresh of the Council's Corporate Plan and its corporate priorities.

The Leader took the opportunity to advise Members that the Council had recently been named as the only local authority in the country on a prestigious list of the top 50 housing landlords. The list has been compiled by the 24 Housing website, an online hub for councils and housing associations.

The Director of Housing and Assets was asked to pass on the Cabinet's congratulations to the Housing Team for their achievements.

**RESOLVED**

that Cabinet notes the levels of performance achieved against the Corporate Scorecard for the year ending 2018/19 in order to ensure alignment with the Council's future ambitions and corporate priorities.

Reasons:

1. In March 2016, Cabinet agreed the use of a balanced scorecard methodology to enhance the organisation's 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.
2. The current Corporate Scorecard is aligned to priorities and key actions agreed pre 2018/19 by the previous administration.
3. The new administration has identified specific priorities for action in 2018/19.
4. The Corporate Plan and Corporate Scorecard are currently being reviewed and refreshed to ensure they reflect the Council's future ambitions and Corporate Priorities for the next four years (2019- 2022).

**CA.12 Digital and Service Transformation Programme**

The Director of Resources and Business Transformation and the Assistant Director for Corporate Services and Transformation presented the report and gave an outline of the Corporate Digital and Service Transformation programme, current progress and a proposed future approach complete with indicative costs, benefits and timelines.

**RESOLVED** that

- a) the progress of the current Digital and Service Transformation Programme and the initial benefits delivered, as presented, be received and noted;
- b) the overarching business case and direction of travel, as outlined in the report, be approved;
- c) approval be given for the release of a further £100k from the Corporate Change reserve to be committed to the Digital and Service Transformation Programme;
- d) delegated authority be granted to the Corporate Finance Manager, in conjunction with the Portfolio Holder for Finance, to facilitate the allocation of funding from the corporate change and technology investment reserves to support the programme and the use of capital receipts via the Capital Receipts Flexibility Strategy where appropriate;

- e) the Assistant Director for Corporate Services and Transformation be requested to report back to Cabinet at 6 monthly intervals in order to report progress against programme delivery, benefits realisation and return on investment tracking.

Reasons:

1. As reported to Cabinet in June 2018, demand for public services and expectations of levels of service are ever increasing. Residents and businesses expect to be able to access their services from multiple locations and in ways that suit them. Many organisations and councils have moved towards customer centric 'digital first' approaches which provide convenient and accessible services in order to match these customer expectations, a key focus of improvement as our communities continue to conduct more and more aspects of their life online for example through their banks, retailers, prescription services and ever expanding central government services such as vehicle tax, passport applications and voter registration.
2. Digital transformation is focussed on changing the way we deliver services.
3. This report presents to Cabinet a vision and blueprint for a digital and service transformation programme, indicating how technology can potentially be a catalyst for improving the way the Council will work with and support local residents, partners and businesses on the journey to becoming a digital Council and digital Place. It should be noted that the Council will always retain face to face service and other channels to help those that cannot make use of digital access.
4. The Council faces future challenging financial targets in order to ensure a sustainable Medium Term Financial Strategy (MTFS) is delivered. The Council is confident that the programme will deliver future savings and efficiencies as demand for services and residents' expectations of the quality of frontline services continue to rise. The digital transformation programme will assist with addressing the joint challenges of the need to continue to make savings with the increasing expectations of customers for a high-quality service.

### **CA.13 Big Ashfield Spring Clean 2019 Performance Report**

The Deputy Leader and Portfolio Holder for Streets, Parks and Town Centres presented to Cabinet the success of the 2019 Big Ashfield Spring Clean and the lessons learnt from the inaugural Spring Clean event held in 2018.

Special thanks were given to Council staff, volunteers and members of the public for their hard work and contribution towards the clean-up and it was also acknowledged that neighbouring authorities were now copying the Council's Spring Clean campaign blueprint following the success within the Ashfield area.

RESOLVED

that the report detailing the performance of the 2019 Big Ashfield Spring Clean, as presented, be received and noted.



Reasons:

1. The Council delivered a Big Ashfield Spring Clean in 2018 and due to the success of the campaign, which was well received by residents of Ashfield, incorporated an annual campaign in the refreshed Corporate Plan.
2. Lessons learned from the 2018 campaign led to a new personalised approach to the 2019 campaign which saw collections of additional waste from all properties in Ashfield, along with the 'Flying Skips' (bin lorries) collecting waste from locations across the district on three Saturdays. Further support was provided to residents with free bulky waste collections for the duration of the campaign.
3. Community action and targeted enforcement underpinned the campaign to drive forward plans to create sustainable change in the way waste is managed in Ashfield.

(During consideration of this item, Councillor Daniel Williamson left the room at 2.39pm and returned to the meeting at 2.41pm.)

#### **CA.14 Modern Day Slavery Annual Update**

The Portfolio Holder for Community Safety presented the refreshed Modern Slavery and Human Trafficking Policy and Transparency Statement to Cabinet whilst reaffirming the Council's ongoing commitment towards tackling modern slavery as a crime.

RESOLVED

that the Modern Slavery and Human Trafficking Policy Statement and Transparency Statement 2019/20, as attached to this report, be approved.

Reasons:

1. To meet the Council's legal, moral and safeguarding obligations and to take a proactive approach in tackling this type of crime.
2. It is a legislative requirement on commercial organisations with an annual turnover of £36 million, to have a Modern Slavery Transparency Statement. The Council's annual turnover is above this threshold. Whilst the Act does not state that local Authorities specifically are included in those organisations legally required to publish a statement, the Council has elected to do so as a matter of good practice and social responsibility.

(During consideration of this item, Councillor David Hennigan left the room at 2.56pm and returned to the meeting at 3.02pm.)

#### **CA.15 Council's Insurance Arrangements 2018/19**

The Portfolio Holder for Finance requested Cabinet to receive and consider the Council's 2018/19 Annual Insurance Report including the latest position concerning insurance funds and premiums paid during 2018/19.

RESOLVED

that the contents of the Council's 2018/19 Annual Insurance Report, as presented, be received and noted.

Reason:

To meet the requirements of the Council's Financial Regulations (C.37).

**CA.16 Section 100A Local Government Act 1972: Exclusion of the Press and Public**

RESOLVED

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 consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12(A) of the Act and in respect of which the Proper Officer considers that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**CA.17 Review of Partnership Arrangement: (Exempt by Virtue of Paragraph 3)**

Cabinet were requested to consider the report as presented.

RESOLVED

that delegated authority be granted to the Director of Housing and Assets to review, finalise and sign the agreed Partnership Agreement on the terms outlined in the report.

Reason:

To secure a Partnership Agreement which provides better value for Ashfield residents.

The meeting closed at 3.20 pm

Chairman.

<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>16<sup>TH</sup> SEPTEMBER 2019</b>
<b>Heading:</b>	<b>NEW CORPORATE PLAN</b>		
<b>Portfolio Holder:</b>	<b>LEADER</b>		
<b>Ward/s:</b>	<b>ALL</b>		
<b>Key Decision:</b>	<b>YES</b>		
<b>Subject to Call-In:</b>	<b>YES</b>		

## **Purpose of Report**

This report presents to Cabinet the proposed new Corporate Plan for approval prior to being presented to Full Council on 26<sup>th</sup> September, 2019.

## **Recommendation(s)**

1. For Cabinet to approve the new Corporate Plan and endorse it to Council
2. To authorise the Chief Executive in consultation with the Leader to review and revise the Corporate Scorecard, aligned to the Corporate Plan
3. To authorise the Chief Executive in consultation with the Leader to make minor amendments to the document and finalise design work prior to publication
4. To authorise the Chief Executive in consultation with the Leader to produce a summary version of the plan to aid wider dissemination of the plan with residents and wider stakeholders

## **Reasons for Recommendation(s)**

The Council's ambitions for the next four years are clearly identified in a set of revised and updated Corporate Priorities which are presented in the new Corporate Plan. These have been developed by Cabinet.

## **Alternative Options Considered**

*(with reasons why not adopted)*

To extend and refresh the current corporate plan. This has not been adopted as good practice suggests effective corporate strategic planning requires a full review of corporate priorities every three to four years, aligned with changes of administration.

## **Detailed Information**

The Council's previous Corporate Plan covered the period 2016 - 2019. The proposed new Corporate Plan sets out our revised 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 Framework and a range of strategic documents relating to the organisation and its services.

In March 2016, Cabinet agreed the use of a balanced scorecard methodology to enhance the organisation's 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 Plan has been reviewed and refreshed to ensure alignment to the Council's future ambitions and Corporate Priorities for the next four years (2019-2022).

Proposed measures of organisational performance and improvement targets in respect of each priority are currently being reviewed and re-aligned and will be formulated into a revised Corporate Scorecard. This will include greater emphasis on customer focussed measures.

## **Implications**

### **Corporate Plan:**

The report presents the content of a new Corporate Plan for approval by Cabinet prior to endorsement by Full Council. The new Corporate Plan sets out the Council's proposed priorities for the period 2019 to 2022, and intended deliverables which will be monitored and managed through the Corporate Performance Framework.

### **Legal:**

The Council's new Corporate Priorities and strategic plans have been developed in consideration of current and forthcoming legislative requirements.

### **Finance:**

<b>Budget Area</b>	<b>Implication</b>
General Fund – Revenue Budget	The Corporate Plan has been developed in alignment with the Medium Term Financial Strategy and the financial sustainability of the organisation. The 'Innovate and Improve' Priority proposes key programmes and projects which will be focussed on identifying and delivering efficiencies and more effective working practices to support financial sustainability, whilst concurrently delivering improved customer focussed services.
General Fund – Capital Programme	
Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

**Risk:**

<b>Risk</b>	<b>Mitigation</b>
Absence of a Corporate Plan would result in a lack of prioritisation and focus on delivering what matters	Agreed Corporate Plan every four years which is delivered via the organisation's project management framework
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:**

The 'Innovate and Improve' Priority proposes key programmes and projects which will be focussed on delivering the People Strategy and developing employees.

**Equalities:**

There are no direct implications on equality and diversity as a consequence of the proposals and recommendations outlined in this report.

**Other Implications:****Reason(s) for Urgency****Reason(s) for Exemption****Background Papers****Report Author and Contact Officer**

**Jo Froggatt**  
**ASSISTANT DIRECTOR – CORPORATE SERVICES AND TRANSFORMATION**  
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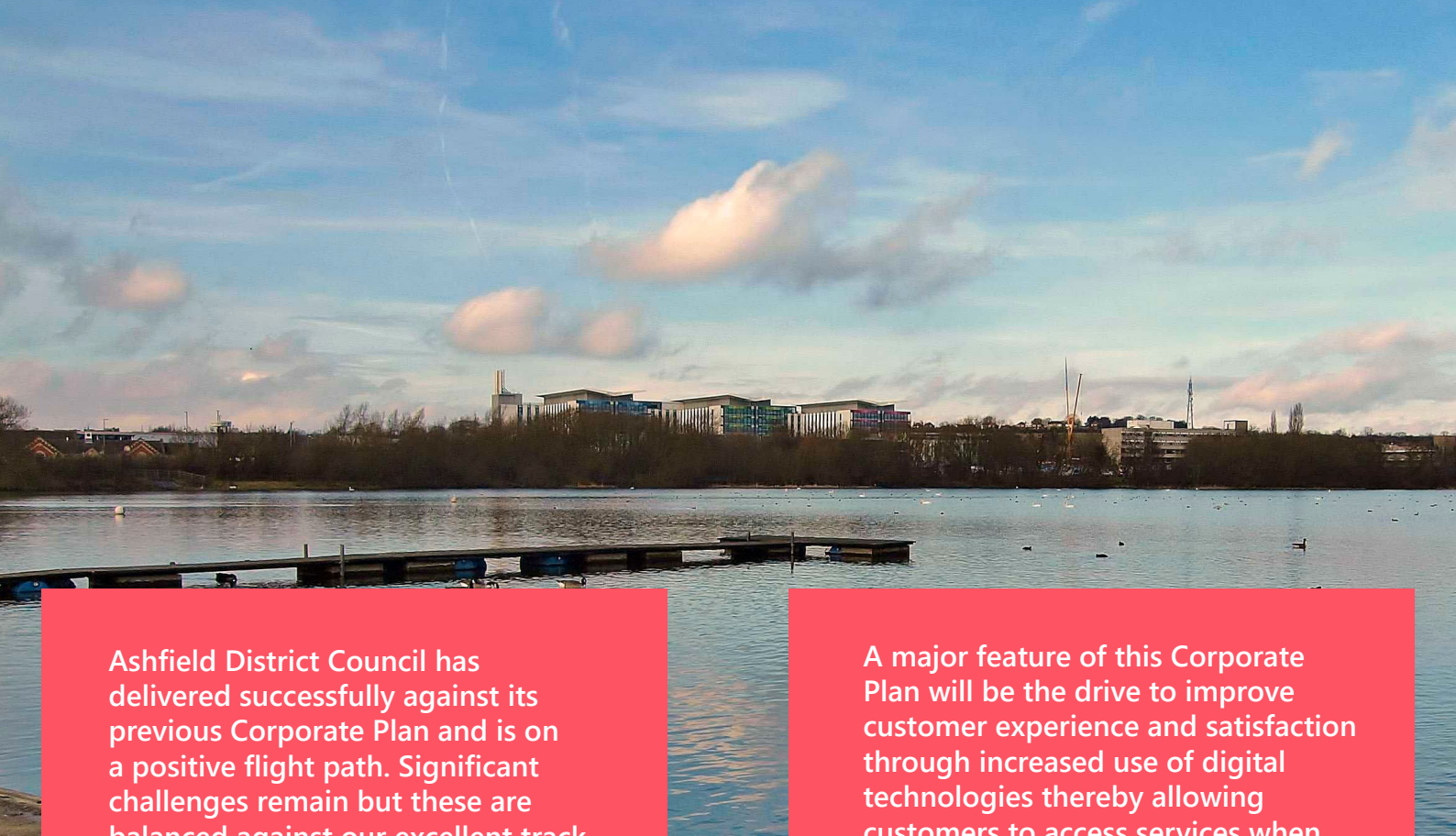
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Ashfield

DISTRICT COUNCIL

# Corporate Plan 2019-2023



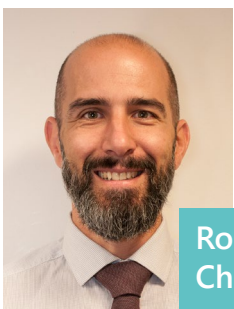
Ashfield District Council has delivered successfully against its previous Corporate Plan and is on a positive flight path. Significant challenges remain but these are balanced against our excellent track record and our ambition for the future.

The Council remains clear on its purpose and wishes to sustain its valued services, while helping to shape a better future for the district by working in partnership with other public agencies, residents and local businesses. During the last four years significant improvements in the Councils partnership working have been achieved with a much greater focus on Ashfield as a place and how the Council can support communities and businesses. This will be maintained and developed through this Corporate Plan.

A major feature of this Corporate Plan will be the drive to improve customer experience and satisfaction through increased use of digital technologies thereby allowing customers to access services when and where they want to.

To help meet the significant financial challenges we face, we will continue with our successful commercial property acquisitions. We will also explore the opportunities to develop further commercial income whilst maintaining a focus on the needs of our communities.

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

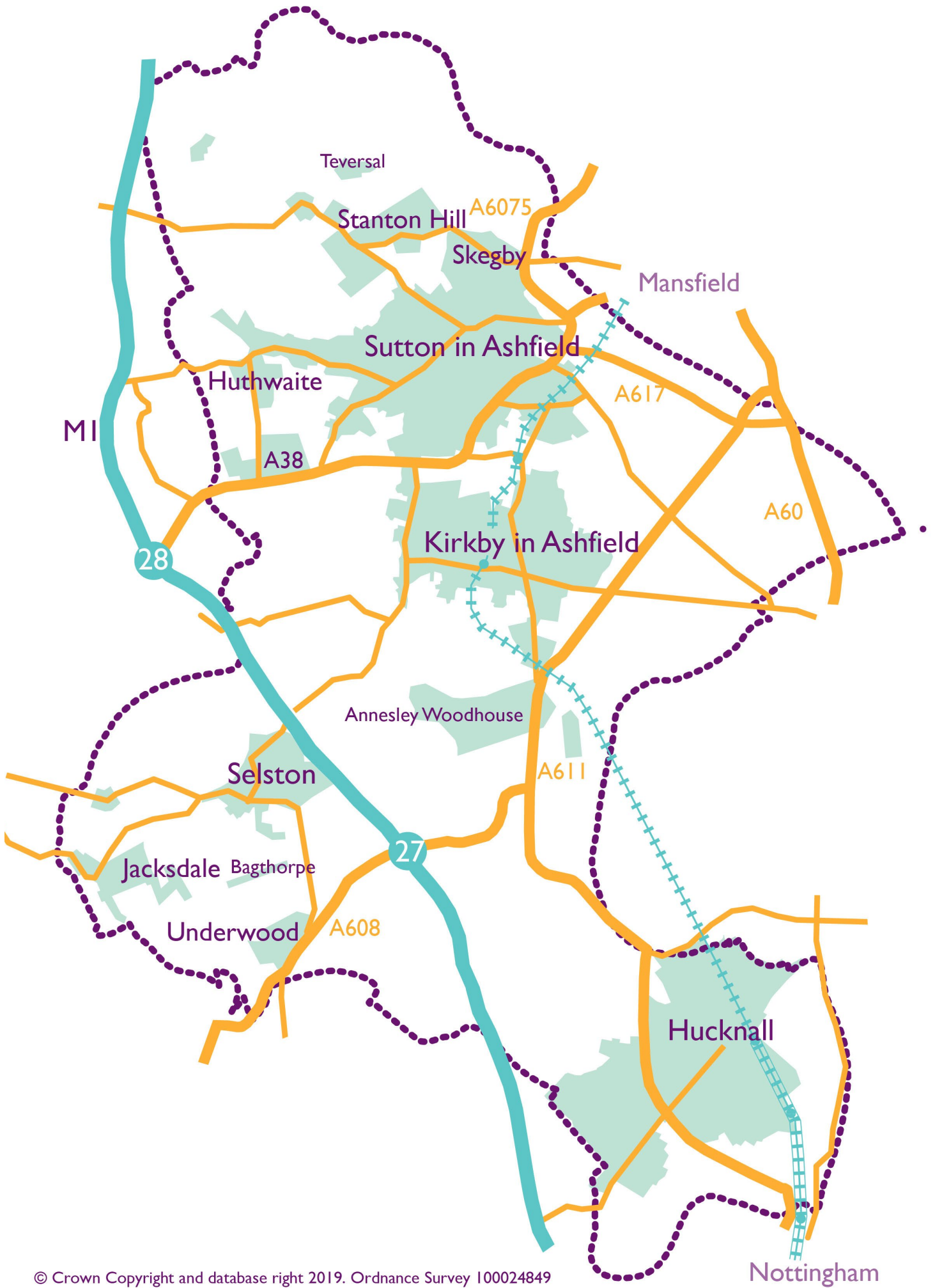


Rob Mitchell  
Chief Executive Officer



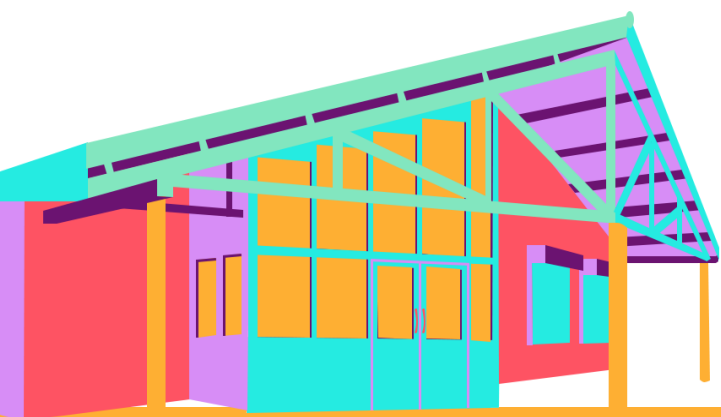
Cllr Jason Zadrozny  
Leader of Ashfield District Council





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 county is easily reached within a three hour drive. The urban area of Ashfield is well served by public transport links. Hucknall is on the NET Nottingham tram network and is the most northerly stop on the green line. There are three railway stations in the district, along the Robin Hood line, connecting with Worksop (to the North) and Nottingham (to the South). 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 Invest Ashfield and Mansfield New Enterprise network, launched in 2019, provides new and pre-start businesses with a chance to share ideas, make new contacts and seek opportunities for doing business.

# Ashfield -The Place



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 is complemented by a wide variety of award winning parks and outdoor spaces, a range of sporting facilities, educational activities, cafes and natural environments to relax and enjoy.

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.

The three town centres in Ashfield; Hucknall, Kirkby and Sutton provide a great variety of shops and services, with low cost, easy to access parking.

The area has miles of way-marked rural walks, cycle paths and bridleways nestled amongst wooded areas and open countryside. Along these walks places such as Newstead Abbey, Felley Priory, Annesley Old Church and several rural parish churches can be found, each with their own fascinating tales to tell. Kings Mill Reservoir is located between Sutton in Ashfield and Mansfield, providing, water based activities and a popular circular walk, run and cycle route.



Areas of countryside within the district are much of what D. H. Lawrence referred to as "The country of my heart" and based many of his novels around the places and families of the area. The villages of Jacksdale, Underwood, Bagthorpe, Lower Bagthorpe, Selston, Annesley, Ravenshead, Newstead, Linby and Papplewick are set within the Hidden Valleys landscape.

The area is also rich in sporting heritage, being the home of cricketing legend Harold Larwood.

We are committed to making Ashfield a location and destination of choice for business and visitors and a desirable place to live for all residents. Enhancing the identity and brand for Ashfield so it is cherished by those who live or work here, desirable to those who visit, and attractive to those who bring jobs and investment; whilst also raising the profile of Ashfield as a place where people want to visit and spend their time enjoying themselves.

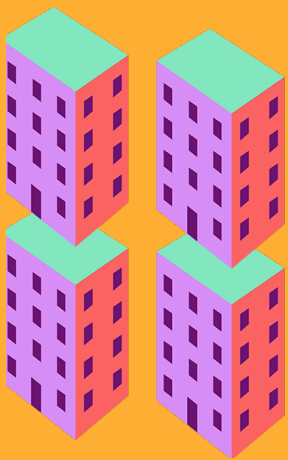
We have established an independent Ashfield Place Board to:-

- promote Ashfield in a positive manner;
- create pride and aspirations in our communities;
- improve the vibrancy of the town centres within Ashfield;
- encourage and promote inward investment;
- support tourism and the visitor economy in the Ashfield area.



A wide range of stakeholders and partners have been involved in developing our new place brand Discover Ashfield, which incorporates key activities that are focussed on the themes of ; Visitors and Tourism 'More to Discover'; Residents 'Love where you live'; Fitness & Wellbeing 'Be Happy Be Healthy'; and Business and investment 'Succeed in Ashfield'.

# Working in Ashfield



**20 businesses that employ more than 250 people**

Ashfield also has the greatest number of large enterprises in the area (20) that employ in excess of 250 people and 80 medium sized businesses with between 50 and 250 employees.  
(Office of National Statistics)

**Gross weekly pay has risen since 2010**

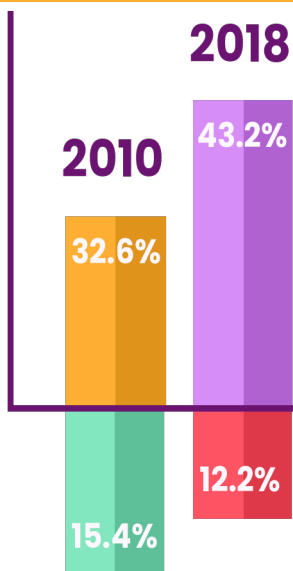
**£469.90**

**2010**

**£538.30**

**2018**

There are a number of indicators that show the economy of Ashfield is improving; wages are rising; job density is improving; all at a faster rate than both National and Regional figures.



The proportion of residents with NVQ Level 3 and above is increasing, at a faster rate than both National and Regional figures.

Whilst the amount of people without qualifications has fallen from 15.4% in 2010 to 12.2% in 2018



The number of enterprises in Ashfield has risen from 2,530 in 2010 to 3,330 in 2018, including an increasing number of small and micro enterprises.

# Our Purpose

## One.

**The Council exists to serve the communities and residents of Ashfield.**

**Our priority is to understand the needs and desires of Ashfield residents, communities and businesses. The Council has a unique role, leading and enabling delivery of improvements for Ashfield as a place. We are committed to engaging more effectively with our communities and working more closely together to deliver the changes we all want to see in Ashfield.**

## Two.

**We will provide good quality, value for money services.**

**We want to deliver good quality council services, consistently and reliably, putting the customer at the heart of everything we do. We are focussed on delivering an improved customer experience, simplifying and standardising basic transactional processes. Enabled by digital technology we will transform the way we do things, encouraging people who can access services online to do so. This will create capacity for us to better support in person the people who need us the most.**

## Three.

**We will act strategically and plan for the future, working with others to bring about sustainable improvements in people's lives.**

**Whether it's making our communities safe, our town centres more vibrant or our environment cleaner we need strong and effective partnership working to achieve our goals. We recognise that, with fewer resources, the Council, along with other public sector organisations, cannot work in isolation to effectively deliver what matters for Ashfield.**

# Our Values

To ensure we deliver high-quality public services we have adopted a set of corporate values which underpin the successful delivery of our priorities. How we work is as important as what we do.

## People Focussed.

Putting people at the heart of what we do

## Honest.

Being honest with people in an open and professional way

## Proud.

Being proud that Ashfield is a positive place to live, work and visit

## Ambitious.

We are ambitious about Ashfield's future

# Financial Strategy

There is significant uncertainty about the level of Government funding the Council will receive beyond 2019/20 pending the outcome of the:

- 2019 Spending Review (SR19)
- Fair Funding Review
- Business Rates Reset and confirmed level of Business Rates Retention beyond 2019/20; and the
- Future of New Homes Bonus

The Council currently estimates that for 2020/21 and 2021/22 it will have funding gaps of £2.1m and £2.4m respectively. Once the outcome of the above factors has been determined this will provide greater clarity on the extent of our financial challenge.

The Council has a strong track record in both setting robust annual budgets and consistently delivering within those budgets and is working hard to address the estimated financial pressures going forward.

The Cabinet and Corporate Leadership Team meet frequently to discuss options for addressing the estimated funding gaps going forward.

The areas of focus to address the financial challenge include:

- Income generation opportunities; including acquisition of Investment Properties to deliver a net income to help sustain continued service delivery to our residents and business, and a review of fees and charges.
- Investment in technology through our Digital Services Transformation Programme which will bring about both cashable efficiencies and improved ways of working for our employees and also improve services to residents and businesses.
- Progress at a pace, the development and delivery of our Local Plan clearly setting out our aspirations for the district in terms of where we want to see both business and homes growth and attract developers to help deliver that vision.
- Work with our Procurement Partner (Nottingham City Council) to review and renegotiate our contracts to reduce costs.
- Ongoing review of our services ensuring they are aligned to the delivery of our Corporate Plan priorities.

The aim of the Council is to ensure that in the short term we continue to remain financially sustainable and in the medium term are able to reduce the level of our debt, whilst at the same time ensuring that we continue to provide the key services on which our residents and businesses rely.

# Our Priorities

Our priorities have been developed based on knowledge and understanding of the needs of Ashfield residents and businesses, using a comprehensive evidence base from various key sources such as the Community Safety Strategy, Joint Economic Masterplan and community consultation through our Citizens Panel.

**Health and  
Happiness**

**Homes and  
Housing**

**Economic Growth  
and Place**

**Cleaner and  
Greener**

**Safer and  
Stronger**

**Innovate and  
Improve**



# Health and Happiness

## Vision

Our vision for 2023 is to help people improve their health and happiness by developing pride and aspiration in our communities, developing and strengthening partnerships, focussing on prevention, and improving health service provision

The health and happiness of our residents is a major contributing factor to ensuring:-

- That Ashfield is a vibrant and healthy place to live
- That the local workforce is skilled, productive and employable
- Children have the best chance for health throughout life.

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, particularly in respect of; children living in poverty; Year 6 children classified as obese; and life expectancy for both men and women.

As much as the comparative picture of the health of Ashfield is not overall positive, trends for life expectancy, adult obesity, children in poverty, and smoking prevalence have improved over recent years.



# Key Projects, Programmes and Initiatives

## Arts, Culture and Events

We will:-

1. Deliver an annual programme of events to maximise the use of our award winning assets including: town centres/ markets, parks and open spaces
2. Facilitate community led events, including summer galas, sports events, in conjunction with Discover Ashfield

## Community Engagement

We will:-

1. Develop and deliver our Community Engagement Strategy
2. Strengthen identified voluntary sector/ infrastructure organisations to deliver services and develop community resilience
3. Manage the Volunteering Policy, ensuring all volunteers enjoy a quality experience

## Health and Wellbeing

We will:-

1. Engage with and influence Health and Wellbeing Partnerships to help improve health equalities through integration and system change
2. Engage with and influence Health Commissioners and Providers
3. Utilise Better Care Funding to deliver aids and adaptations to help residents remain independent in their home
4. Support local workplaces across Ashfield to improve their employee health
5. Achieve the new Workplace Health Platinum Award

## Strategic Leisure

We will:-

1. Deliver the Leisure Transformation Programme, maximising the well-being benefits whilst reducing costs
2. Deliver a new leisure desination in Kirkby
3. Reprocure the leisure centre management contract

## Outcomes we want to acheive

To narrow the gap between Ashfield and our comparator groups for the following health measures:-

- Increase participation in physical activity
- Reduce adult obesity
- Reduce child obesity
- Reduce children in poverty
- Reduce smoking prevalence
- Reduce economic inactivity due to long term sickness
- Reduce excess winter deaths
- Increase levels of community engagement and volunteering
- Increase attendance at our key leisure centres
- Achieve the Workplace Health Platinum Award

## Targeted Health

### Activities

We will:-

Improve health and quality of life through targeted policy and activities i.e.

- Feel Good Food
- Feel Good Families
- Free Leisure Centre based activities for young people and care leavers
- Air quality, alcohol and smoking interventions.

# Vision

By 2023 we will have successfully delivered further improvements to housing services and housing provision for those either in need of affordable housing or living in properties which need adapting or improving, as well as for residents needing to find new accommodation and those living within our own Council housing stock.

Affordable, warm, safe housing contributes to making Ashfield a great place to live. It is relatively affordable to rent or buy in the district, however there is a lower than average social rented sector and provision of affordable homes. Housing standards are good within the social rented sector and the Council is working with landlords to improve homes within the private rented sector as well as providing advice and support to tenants.

# Homes and Housing

The majority of homes in the district are owner occupied and in good condition. The Council is proactive in supporting owners to return empty properties back to occupation and fixing signs of disrepair.

For those with additional housing needs the Council continues to improve its homelessness service and provide adaptations, efficient heating systems and lifeline services for those potentially vulnerable residents who wish to remain independent in their own homes.



# Key Projects, Programmes and Initiatives

## Tackling Disrepair and Poor Housing Conditions

We will:-

1. Utilise additional powers and licencing to enforce and improve housing conditions within the private rented sector
2. Continually review our Better Care Funding allocation to ensure it is fully and effectively utilised each year to support independent living through Disabled Adaptations, Warm Home improvement works and assistive technology lifeline services

## Reduce and Prevent Homelessness

We will:-

Enhance Ashfield's homelessness service to meet the needs of residents within the district through delivery of the homelessness and rough sleeping strategy

## Housing Development

We will:-

Identify and develop new properties for sale and for rent

## Customer Focus

We will:-

1. Review and improve tenant co-regulation, engagement and scrutiny in line with the regulatory framework for social housing in England and any new regulatory standards that are introduced
2. Deliver a fully agile housing service which will enable tenants to interact with the service in a way which suits them (aligned with our digital transformation programme)
3. Redesign our Housing Repairs Service to improve customer service and save over £0.5m within 3 years

## Suitable and appropriate housing

We will:-

1. Undertake a full review of the Housing Revenue Account to ensure sufficient funds are available over the next 30 years to maintain, enhance and add to our housing stock
2. Acquire and/or build over 100 new social housing properties over the next five years (affordable housing delivery strategy)

## Outcomes we want to achieve

- Increase the overall supply of affordable and appropriate homes in the district
- Increase thermal comfort of properties and reduce levels of fuel poverty
- Assist tenants with welfare and monetary advice to increase tenancy sustainment (i.e. prevent evictions)
- Maintain and increase positive and preventative action, to minimise homelessness
- Support landlords and tenants in ensuring private rented properties are well maintained and in line with safety regulations
- Decrease the amount of empty dwellings through proactive enforcement and orders.
- Ensure Ashfield's share of the Government's Better Care Funding is fully utilised within the district year on year in an effective and appropriate manner
- Reduce void property turn-around times
- Maintain the Government's Decent Homes standard in all Council owned stock
- Increase tenancy sustainment by offering appropriate tenancy support
- Assist tenants with welfare and monetary advice
- Maintain rent collection levels to ensure sufficient funds are available to reinvest into the housing stock and services



# Economic Growth and Place

## Vision

By 2023 we will have supported sustainable housing and economic growth and developed a greater sense of place maximising the areas assets to support business growth and investment.

We are committed to making Ashfield a location and destination of choice for business and visitors and a desirable place to live for all residents.

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.

With 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.

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 local services, and will also assist the reputation of Ashfield as a location of choice for investors, where all of their employment and supply chain needs can be met.

# Key Projects, Programmes and Initiatives

## Town Centres

We will:-

1. Re-invigorate and re-purpose town centres by bringing empty buildings back into use, enhancing our town teams and diversifying the town centre economy
2. Make the most of external funding to improve our town centres
3. Use our town centre events, including specialist markets to attract visitors to our town centres
4. Introduce car parking promotions

## Physical Regeneration

We will:-

Deliver productivity and economic growth by:-

1. Facilitating our physical regeneration pipeline projects
2. Work with proprietors of dilapidated and empty buildings to help bring them back into use

## Discover Ashfield

Discover Ashfield celebrates all that is best about living, visiting, working and doing business in Ashfield.

We will:-

1. Facilitate the implementation of the partnerships themed delivery plan
2. Promote and increase our Discover Ashfield Ambassadors programme

## Business Support

We will:-

1. Work with new and established businesses and encourage investment in order to aid improvements in productivity, innovation and growth
2. Identify and facilitate routes to improve skills and employment

## Economic Partnership

We will:-

- Increase our influence and effectiveness on key economic partnerships
- Develop an Economic Growth Prospectus

## Strategic Planning

We will:-

1. Deliver our Local Plan to agreed timescales
2. Develop Hucknall and Kirkby town centre and station masterplans
3. Deliver Sutton town centre masterplan

## Outcomes We Want to Achieve

- Improved resident satisfaction with the area; people enjoy living and working here
- To narrow the gap between Ashfield and our East Midlands comparator group in respect of:-
  - average workplace earnings levels
  - employment levels and employment density
  - skills levels – NVQ level 3 and above
  - apprenticeships
- Increase the number of business start ups
- Increased business survival rates
- Reduced vacancy rates of shops and commercial units, including a reduction in the number of dilapidated buildings
- Improving resident perception of our town centres, increasing footfall and spend
- Process planning applications in a timely manner
- Influence the repurposing of disused retail properties into housing
- Facilitate more valued added market events
- Increase the amount of external funding received into the district for economic regeneration projects

## Infrastructure – including Transport

We will:-

1. Work with other organisations eg High Speed 2, Nottingham Express Transit (NET), Nottinghamshire County Council, other LA's, Highways England, network rail, to optimise transport infrastructure, eg Maid Marion line
2. Facilitate economic growth around transport hubs

# Cleaner and Greener

## Vision

By 2023 we will create a cleaner and greener Ashfield, enabling communities and businesses to thrive in a clean and tidy district, minimising waste and recycling more.

Ashfield is pro-active in encouraging more recycling, tackling environmental crime and finding innovative ways of delivering services that are responsive to the needs of our residents, visitors and businesses.

By working with our communities and businesses the Council is better able to understand what matters and to shape services to help people enjoy living, visiting and working in Ashfield.



# Key Projects, Programmes and Initiatives

## Street Cleanliness

We will:-

1. Deliver one Big Ashfield Spring Clean initiative annually
2. Combat fly tipping through joint working and educational campaigns, enforcement and sting operations
3. Deliver a number of hard hitting campaigns to tackle littering, dog fouling and fly tipping

## Environment

We will:-

1. Launch our Environmental Charter
2. Promote good sustainable behaviours with our Green Business Scheme
3. Work with and influence community volunteers and local businesses to help with the environment to encourage an increase in ownership of community open spaces
4. Contribute to a reduction of CO2 emissions by increasing tree coverage in Ashfield
5. Develop a Climate Change and Environmental Sustainability Strategy

## Waste and Recycling

We will:-

1. Respond to the government waste strategy and refine the councils approach
2. Deliver a programme of waste and recycling education in schools

## Parks and Open Spaces

We will:-

1. Review the standard of all parks, play areas and sports facilities ensuring they are fit for purpose, with a rolling programme of investment
2. Ensure consistent quality of public realm and street furniture
3. Increase the number of Green Flag parks from six to seven
4. Implement a rolling programme of restoration of war memorials

## Litter and Dog Fouling and Enforcement

We will:-

1. Continue to develop effective patrol plans and priorities for the Community Protection team, targeting hotspot areas
2. Undertake targeted problem solving for dog fouling, litter and environmental issues affecting the community i.e. Fixed Penalty Notices

## Outcomes we want to achieve

- Improved public perception that Ashfield is a cleaner and more attractive place
- Improved street cleanliness, reducing levels of litter, detritus, graffiti and fly-posting, district wide and also with a particular focus in our town centres
- Reduce levels of fly-tipping
- Improved recycling rates
- Improved public satisfaction with Ashfield's parks and open spaces
- Reduce the council's carbon footprint from its operations
- Plant trees to increase tree coverage across the district, baselining levels from 2019/20



# Vision

By 2023 we will ensure the foundations for a good quality of life are in place; reducing crime and anti-social behaviour.

This means we will ensure cleaner and attractive neighbourhoods prioritising both an effective response to issues but also working on prevention and behavioural change. We will work with our partners to ensure people feel safe and are safe by reducing levels of crime and disorder and anti-social behaviour.

# Safer and Stronger



# Key Projects, Programmes and Initiatives

## Anti-social Behaviour

We will:-

1. Improve provision of support for victims of ASB, creating a victim support hub
2. Increase identification and active targeting of offenders and hotspot locations
3. Increase community empowerment to tackle ASB
4. Increase positive diversionary activity for those at risk of becoming involved in ASB
5. Improve understanding of how people report ASB and deliver consistent services, whilst managing expectations

## Complex Cases and Safeguarding

We will:-

1. Review the methodology for referral of complex cases, exploring the potential for more targeted partnership approaches to maximise impact
2. Increase identification and support for vulnerable residents and victims

## Hot Spots

We will:-

1. Continue to develop effective patrol plans and priorities for the community protection team, targeting hotspots areas
2. Influence operational tasking through more effective use of council data to determine priorities and activity

## CCTV

We will:-

1. Develop and implement a CCTV strategy for the whole district
2. Implement the CCTV recommendations of scrutiny panel
3. Review the options for temporary CCTV in hotspot locations in the district

## Domestic Abuse

We will:-

1. Increase support for high risk victims of domestic abuse
2. Manage the refuge accommodation funding arrangements across the county
3. Maintain and promote the White Ribbon accreditation
4. Achieve the Domestic Abuse Housing standard

## Working in Partnership to Deliver Outcomes

We will:-

1. Drive forward the business of the Ashfield and Mansfield Community Safety Partnership and deliver key priorities from the partnership plan
2. Engage fully in county wide strategies, policies and working groups enabling better outcomes for the communities of Ashfield
3. Enhance the Police and Community Protection integrated hub collaborative working through our area team approach

## Outcomes We Want to Achieve

- Reduce vulnerability ensuring people feel safe and are safe
- Improve perception that anti-social behaviour has reduced
- Reduction in ASB and crime incidents

# Innovate and Improve

## Vision

By 2023 we will be a financially sustainable, responsive, reshaped and transformed organisation; where the customer is at the heart of what we do and the services we provide.

We will deliver this as a learning organisation, with leaders at every level of the organisation, whom are highly skilled, innovative and passionate about responding effectively to local needs.

It is important that the Council 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 key 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 maximising opportunities through developing technology, commercial enterprise ethos and different, more efficient and effective 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 website and its functionality. The Council will equally support further productivity of its employees through provision of technology that supports mobile, flexible and responsive working and delivery of an effective training programme.



# Key Projects, Programmes and Initiatives

## Procurement

We will:-

Maximise efficiencies and cost avoidance through review of strategic procurement and schedule of contract renewal and commissioning

## Financial Sustainability

We will:-

Assess the impact of central government funding decisions on our medium term financial strategy, and will ensure

- Timely delivery of the annual savings strategy
- Timely delivery of commercial enterprise and investment to generate additional income

## Future Workforce and Employer of Choice

We will:-

1. Ensure timely implementation of our People Strategy, themes include: valuing people, developing our people and transforming our organisation
2. Further develop Values/Organisational Culture/Personal Development/Pay and Benefits
3. Implement and embed the Recruitment and Retention strategy, with a focus on enabling a representative workforce profile
4. Implement a strategic programme with a focus on recruitment and retention of identified critical roles and functions
5. Re-align skills of employees to changing ways of delivering services especially digital and service transformation
6. Implement Job Families to reduce time and bureaucracy around our current job evaluation approaches

## Digital and Service Transformation

We will:-

1. Deliver the Digital Transformation programme which incorporates:-
  - Innovative technology investment
  - Service redesign
  - Developing modern customer services
  - Improving digital skills for residents and employees
2. Deliver the service review programme

## Assets

We will:-

Reduce the net cost of the Council's operational-land and property assets through rationalisation, third party rental/income generation and operating efficiencies

## Outcomes we want to achieve

- Reduce employee sickness levels
- Increase recruitment and retention of young people
- Increase employee satisfaction
- Increase levels of online interaction, for example online payments
- Improve our availability and accessibility, answering calls faster
- Increase income generation through commercial investment
- Delivery of a balanced and sustainable Medium Term Financial Strategy
- Reduce the net cost of our asset provision
- Deliver savings and cost avoidance from contracts review
- Improving our workforce profile and gender gap

# How will we deliver our priorities?

This Corporate Plan 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:



**Corporate Project Management Framework**



**Corporate Performance Indicators**



**A range of strategic documents relating to the organisation and its services**

Implementation of the Corporate Plan will be achieved through:-

## Programme Management

Delivery of similar projects and initiatives under a priority theme

## Project Management Framework

Delivery of all projects

## Service Reviews

Rolling programme of reviews to inform the Savings Strategy

## Service Plans

Annual review of each service in respect of added value improvement activity/projects and service performance

## Performance Management Framework

Using a balanced scorecard approach

## People Strategy

Embedding desired organisational culture. Providing a motivated, flexible and skilled workforce

The Corporate Plan also aligns with relevant partnership strategies, providing a structured and consolidated approach to successful delivery.

# How do we know we are performing well?

Our performance framework incorporates balanced performance scorecards on three separate levels as indicated below.

## Place

Ashfield's Place Scorecard aligns directly with each of our outward facing corporate priorities. With each balanced scorecard perspective represented by a corporate priority and focussed on relevant 'outcomes' measures of Ashfield as a place.



## Corporate

Our Corporate Scorecard measures organisational performance, and as such typical perspectives of a balanced scorecard have been adopted including Community and Customer, Funding the Future, Organisational Effectiveness and Our People.



## Service

Each service area has a performance scorecard which measures performance for that particular service area.

Every four years we will undertake a Peer Challenge Review, engaging peers from across the sector through the Local Government Association sector led improvement offer, with an independent evaluation of the organisation focused on leadership, governance, corporate capacity and financial resilience.



<b>Report To:</b>	<b>Cabinet</b>	<b>Date:</b>	<b>16<sup>th</sup> September 2019</b>
<b>Heading:</b>	<b>2019/20 JULY FINANCIAL MONITORING UPDATE REPORT</b>		
<b>Portfolio Holder:</b>	<b>CLLR DAVID MARTIN – PORTFOLIO HOLDER FOR FINANCE &amp; RESOURCES</b>		
<b>Ward/s:</b>	<b>ALL</b>		
<b>Key Decision:</b>	<b>YES</b>		
<b>Subject to Call-In:</b>	<b>YES</b>		

## **Purpose of Report**

This report provides a forecast outturn compared to budget for the General Fund, the Housing Revenue Account (HRA) and the Capital Programme for 2019/20. The report also requests General Fund budget revisions to recognise part year effect savings that can be delivered in 2019/20 as a result of the Base Budget Review. Additionally the report requests support for additional funded schemes to be added to the Capital Programme and revisions to some schemes in 2019/20.

## **Recommendation(s)**

1. That Cabinet notes the forecast 2019/20 Outturn for the General Fund, the HRA and Capital Programme.
2. That Cabinet recommends to Council:
  - a. Amendments to the Capital Programme as set out in section 6.1 and 6.2 of the report noting that there are no additional borrowing implications.
  - b. Approval of revenue budget revisions for 2019/20 as set out in section 3 of the report.

## **Reasons for Recommendation(s)**

To report to those charged with Governance the financial position to July 2019 and comply with the Council's Financial Regulations.

## **Alternative Options Considered**

There are no alternative options.

## Detailed Information

### 1. General Fund Forecast Outturn as at July 2019

- 1.1 Table 1 below shows the original budget approved by Full Council on the 4<sup>th</sup> March 2019 and the revised budget following the budget adjustments agreed by Cabinet on the 24<sup>th</sup> June 2019 and Full Council on the 27<sup>th</sup> July 2019.
- 1.2 Table 1 also sets out the 2019/20 net revenue forecast outturn position based on actual income and expenditure to July 2019 compared to the revised budget.
- 1.3 The summary below excludes capital financing costs and internal recharges. The current General Fund forecast is an underspend of £242k. Details of significant variances between the revised budget and the forecast outturn are detailed in the commentaries below.

**Table 1 - Net Revenue Forecast to 31 March 2020 by Directorate**

<b>Directorate</b>	<b>Original Budget £'000</b>	<b>Revised Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
Chief Executive Officer	528	528	528	0
Legal and Governance	1,844	1,899	1,892	(7)
Resources and Business Transformation	1,613	1,772	1,634	(138)
Place and Communities	10,672	10,869	10,790	(79)
Housing and Assets	2,345	2,365	2,347	(18)
<b>Total</b>	<b>17,001</b>	<b>17,433</b>	<b>17,191</b>	<b>(242)</b>

#### 1.4 Legal and Governance (£7k forecast underspend)

The main forecast variances within the Legal and Governance Directorate are:

- Democratic Services - £3.5k forecast underspend on the Modern Government Committee Management System.
- Legal Services - £1.5k forecast underspend on reference books and periodicals.
- Corporate Safety - £0.5k forecast underspend on car mileage and mobile phones.
- Members Services - £1.5k forecast achievement of non-budgeted income for sale of equipment.

#### 1.5 Resources and Business Transformation (£138k forecast underspend)

The main forecast variances within the Resources and Business Transformation Directorate are:

- ICT - £17k forecast reduced costs of internet, printing and leasing costs, off-set by non-achievement of the vacancy factor.



- Commercial Property - £50k increase in forecast income. Due to an increase in gross rentals of £62k from investment properties. This is partially offset by potential costs of £12k for the use of external consultants in relation to dilapidation costs.
- Revenues and Benefits - £79k forecast underspend due to £30k additional income expected for recovery of court costs, £35k additional income expected from sundry debtors, £14k saving on payment to contractors.
- Directorate wide - £8k forecast overspend due to non-achievement of the vacancy factor.

## 1.6 Place and Communities (£79k forecast underspend)

The main forecast variances within the Place and Communities Directorate are:

- A number of services are forecasting salaries underspends due to vacancies. The significant variances are within the Complex Case team £14k (currently under recruitment), Environmental Services Administration section £37k, and Forward Planning £22k. These are partially offset by an overspend on agency staff in Waste collection -£25k, as a result of covering holidays, sickness and a secondment to the Transport section.
- A net underspend is forecast in Building Control £67k, where savings on staff costs are forecast with this saving partially offset by an anticipated reduction in income.
- Within Trade Waste collection, income is expected to be £139k lower than budget, however, the Base Budget Review exercise conducted earlier this year yielded expected increases in income above the budgeted levels set in Pest Control (£10k), Planning fees (£20k), and fees for Land Charges (£10k).
- As a result of staff reduction in the shared Regeneration service with Mansfield District Council, a saving of £30k is expected.
- The Base Budget Review also identified £33k in Directorate wide savings on supplies and services and the opportunity to increase some income budgets where the level of income budgeted is consistently less than the amount achieved.

## 1.7 Housing and Assets (£18k underspend)

The main forecast variances within Housing and Assets Directorate are:

- Supported Housing - £23k overspend due to delays in the service transferring to a provider. Transfer is now expected to complete in December 2019. The forecast overspend is due to additional costs being incurred whilst the service remains in-house pending transfer. The transfer to the new provider will deliver a greater level of budget savings from 2020/21.
- Asset Maintenance - £15k forecast underspend on repairs.
- Asset Management - £17k forecast underspend due to £16k vacancies in the first quarter of 2019/20 and £1k forecast underspend on subscriptions.
- Centralised Offices - £5k forecast underspend due to a vacancy and small forecast underspend on premises and supplies and services in line with savings identified in the base budget review.
- Building Cleaning General - £6k forecast underspend due to vacancies in the first quarter of 2019/20.
- Directorate wide - £2k forecast overspend being the net of small underspends/overspends.

## 1.8 Exclusions

The above Directorate forecast outturns currently exclude any one-off income which may be received during the financial year. E.g. One-off grant income and the potential for Returned Business Rates funding from the Nottinghamshire Pool, as received in previous years.

## 2. General Fund Savings/Efficiencies Monitoring 2019/20

2.1 The 2019/20 budget included the proposed savings and efficiencies as detailed in Table 2 below. The forecast achievement of these savings is identified, on the following basis:

- saving has been achieved (green),
- saving forecast to be achieved but actions are still required to secure the saving (amber),
- saving will not be achieved (red).

**Table 2 - General Fund Savings/Efficiencies Monitoring 2019/20**

<b>Saving / Efficiency</b>	<b>Detail</b>	<b>£'000</b>
Training Budget Reduction	£10k reduction in Divisional Training and £7k reduction in Corporate Training.	17
Insurance Contract retender savings	Savings from retendering the Insurance contract which were not factored into the original 2018/19 budget. (Timing)	75
Reduce spend on newspapers and periodicals	Reduced purchase and more sharing of local newspapers, withdrawal from MJ subscription and move to cheaper on-line access.	1
Police accommodation rental income	Increase in annual rental charge for the Police now occupying a larger proportion of Urban Road accommodation.	12
Localities Review	Annual savings from the Locality Review concluded in Spring 2018 but prior to the 2018/19 budget being set. (Timing)	91
Hub Review	Annual savings from the Hub Review concluded in Spring 2018 but prior to the 2018/19 budget being set. (Timing)	40
Cease Industrial Alliance Subscription	Considered that value for money is not being delivered from the subscription paid.	3
Citizens Advice Bureau (CAB) Grant	In line with national best practice a mutual agreement has been implemented with CAB which provides guaranteed funding at £49k per annum for 3 years, and which delivers a small annual saving to the Council.	3
Lifeline Service saving	Reduced cost of service provision for 2019/20 through working with a neighbouring Council to provide this service.	6
<b>TOTAL</b>		<b>248</b>

2.2 The Lifeline Service saving will not be achieved in 2019/20 due to delays in the transfer and an alternative service provider being identified.

2.3 The forecast achievement of these savings is included within the forecast outturn reported in section 1 of the report.

### 3. General Fund Base Budget Review

3.1 During April/May a Base Budget Review was conducted which entailed a line by line review of budgets with Directors and their Assistant Directors or Heads of Service. This process identified that from 2020/21 £302k less net revenue budget would be required than is currently assumed in the Medium Term Financial Strategy.

3.2 It is possible for some of the above savings to be partially achieved in 2019/20 as set out in Table 3 below.

**Table 3 Base Budget Review 2019/20 Part Year Effect (PYE) savings**

Directorate	Nature of 'Saving'	2019/20 (PYE) Saving
		£
Chief Executive's Office	Supplies & Services	100
Resources & Business Transformation	Supplies & Services, Staff savings – budget in excess of current establishment, additional income.	130,470
Legal & Governance	Supplies & Services	2,100
Place & Communities	Supplies & Services, additional planning, pest control and other income	72,780
Housing & Assets	Supplies & Services, Asset maintenance.	21,550
<b>Total</b>		<b>227,000</b>

3.3 Cabinet is asked to recommend to Council the above Revenue Budget changes for 2019/20 and also agree the realignment of budgets to address a one-off administrative error which will have a net nil impact.

### 4. Summary for Housing Revenue Account (HRA)

4.1 Table 4 sets out the 2019/20 HRA forecast outturn position based on actual income and expenditure to July 2019, compared to the revised budget (i.e. the original budget approved by Full Council on the 4<sup>th</sup> March 2019 adjusted for capital programme slippage by Council on 27<sup>th</sup> July 2019).

4.2 Details of any significant variances incorporated within the forecast outturn are detailed in the commentaries below the table.

**Table 4 – HRA Forecast Outturn to 31 March 2020**

Description	2019/20 Original Budget £'000	2019/20 Revised Budget £'000	2019/20 Forecast Outturn £'000	Variance £'000
Income				
Rents, Charges and Contributions	(24,260)	(24,260)	(24,260)	0
Other Grants	0	0	0	0
Interest and Investment Income	(210)	(210)	(210)	0
<b>Total Income</b>	<b>(24,470)</b>	<b>(24,470)</b>	<b>(24,470)</b>	<b>0</b>
Expenditure				
Borrowing and Capital Financing Charges	3,599	3,599	3,599	0
Repairs and Maintenance	7,783	7,783	7,783	0
Supervision and Management	4,844	4,844	4,837	(7)
Interest Payable and Appropriations	3,548	3,548	3,548	0
Other Expenditure	298	298	290	(8)
Direct Revenue Financing	1,157	1,626	1,508	(118)
Transfer to/from Major Repairs Reserve	4,768	5,572	2,780	(2,792)
<b>Total Expenditure</b>	<b>25,997</b>	<b>27,270</b>	<b>24,345</b>	<b>(2,925)</b>
<b>(Surplus)/Deficit for the year</b>	<b>1,527</b>	<b>2,800</b>	<b>(125)</b>	<b>(2,925)</b>

3.3 Supervision and Management (£7k forecast underspend)

The forecast underspend is across several budget areas including printing, housing scheme internal furnishings, parking permits.

3.4 Other Expenditure (£8k forecast underspend)

The forecast underspend is due to lower than expected charges for council tax payments made for empty council houses.

3.5 Direct Revenue Financing (£118k forecast underspend)

The current forecast shows a reduced direct revenue financing requirement from the HRA based on the latest Capital Programme forecast.

3.6 Transfer to/from Major Repairs Reserve (£2.792m forecast underspend)

The current forecast outturn shows the reduced level of financing required from the HRA for the capital programme for 2019/20, based on the 2019/20 HRA capital monitoring update. A future monitoring report will revise the programme based on revised forecast activity levels which will in turn reduce the financing requirement from the Major Repairs Reserve.

#### 4. HRA Savings/Efficiencies Monitoring 2019/20

- 4.1 The 2019/20 HRA budget included the proposed savings and efficiencies as detailed in Table 5 below. The forecast achievement of these savings is identified, on the same basis as the General Fund savings in Table 2 above.

**Table 5 - HRA Savings/Efficiencies Monitoring 2019/20**

<b><u>Saving/Efficiency</u></b>	<b><u>Detail</u></b>	<b>£'000</b>
Redecoration Allowance	Freeze Redecoration Allowance at 2018/19 rates.	4
Training	Reduction to Training Budget	8
Council Tax Charges	Reduction in Council Tax charges for void properties	15
Insurance Contract retender savings	Savings from retendering the Insurance contract which were not factored into the original 2018/19 budget.	37
Hub Review	Annual savings from the Hub Review concluded in Spring 2018 but prior to the 2018/19 budget being set.	18
Additional Rent Income	Hope Lea – annual market rent	7
<b>TOTAL</b>		<b>89</b>

- 4.2 The forecast achievement of these savings is included within the forecast outturn reported in section 3 of the report.

#### 5. Capital Programme Summary 2019/20

- 5.1 Table 6 below details the current approved Capital Programme for 2019/20 as at 31 July 2019. This is the original budget approved by Full Council on the 4th March 2019 adjusted to include £4.715m slippage on the 2018/19 Capital Programme as approved by Full Council on the 27th July 2019.

- 5.2 Current key reasons for the forecast variances on the Capital Programme shown in Table 6 below are:

- HRA Decent Homes reduced spend of £2.9m mainly as a result of the review of component lifecycles and tenant refusals.
- Area schemes forecast underspend of £268k with schemes to be re-profiled to 2020/21.
- Disabled Facility Grants spend now forecast to be £900k in 2019/20.
- Hucknall Car Park – Titchfield Street works delayed to 2020/21.

**Table 6 - Capital Programme Summary 2019/20**

Description	2019/20 Revised Capital Programme £000s	2019/20 Forecast Capital Programme Outturn £000s	2019/20 Forecast Variance £000s
<b>Housing Revenue Account</b>			
<i>Decent Homes Schemes</i>			
Management Fee	556	557	1
Catch Up and Future Major Works	6,503	5,562	-941
Service Improvements	1,323	50	-1,273
Contingent Major Repairs	236	50	-186
Exceptional Extensive Works	858	465	-393
Kirkby & Rural	0	0	0
Disabled adaptations - Major adaptations	496	173	-323
Disabled adaptations - Minor adaptations	27	350	323
Sub Total	9,999	7,207	-2,792
<i>Other Housing Revenue Account Schemes</i>			
Investment in New or Existing Dwellings	1,394	1,394	0
Major Repairs Temporary Accommodation	148	30	-118
Housing Vehicles	417	417	0
Other Housing Revenue Account Schemes (less than £100k)	110	110	0
Sub Total	2,069	1,951	-118
<b>Total</b>	<b>12,068</b>	<b>9,158</b>	<b>-2,910</b>
<b>General Fund</b>			
Hucknall Car Park - Titchfield Street	115	0	-115
Hucknall Leisure Centre	140	140	0
Improvement Grants 1996 Act Disabled Facility Grant	1,110	900	-210
Investment Properties	21,251	21,251	0
Kings Mill Reservoir (The King and Miller to Kingfisher)	1,403	1,403	0
Kirkby Leisure Centre	2,000	2,000	0
Leisure Transformation Programme	297	297	0
Piggins Croft Car Park	154	154	0
Purchase of Vehicles	2,529	2,529	0
Play Areas	120	120	0
Lindleys Lane Play/Youth Area	102	0	-102
Friezeland Recreation Ground - Scooter Park	118	118	0
Other General Fund Schemes (less than £100k)	838	672	-166
<b>Total</b>	<b>30,177</b>	<b>29,584</b>	<b>-593</b>
<b>Grand Total</b>	<b>42,245</b>	<b>38,742</b>	<b>-3,503</b>

## 6. Proposed amendments to the Capital Programme

6.1 Cabinet is asked to consider and recommend to Council for approval the following proposed amendments to existing Capital Schemes as detailed in Table 7 below.

**Table 7 – Proposed amendments to the Capital Programme**

Scheme	Current Approved Scheme	Revised Scheme	Change	Explanation
	£'000	£'000	£'000	
<b>2019/20 Capital Programme amendments:</b>				
Additions to existing schemes				
Kirkby footpaths/cycle ways	15	129	114	Funded by Section 106 monies - Kirkby TR6 funding
Titchfield Park Brook	35	385	350	Funded by grant from Nottinghamshire County Council/Environmental Agency Flood Levy.
Re-allocation				
Play Areas	120	68	-52	£12k proposed reallocation to Roundhill (John Whetton) recreation ground. £40k proposed reallocation to Nabbs Lane Park play area.
Roundhill (John Whetton) recreation ground	70	82	12	£12k proposed transfer from approved play areas budget.
Common Farm	10	0	-10	Proposed reallocation to Nabbs Lane Park play area
New Scheme				
Nabbs Lane Park play area	0	68	68	£10k re-allocated from Common Farm. £40k re-allocated from Play areas. £2k Direct Revenue Finance. £6k unallocated Section 106 monies. £10k from MHCLG Local Authority Parks Improvement Fund.
<b>Total</b>	<b>250</b>	<b>732</b>	<b>482</b>	

6.2 Cabinet is also asked to consider and recommend to Council approval of the use of up to £41k insurance funding received in respect of Hucknall Swimming Pool.

The original capital budget for Hucknall Swimming Pool (£140k) was an estimate for the rectification of the pool leak and an upgrade to the fire alarm system. The pool works have now been completed at a cost of £56k. Tenders are currently being prepared for the fire alarm

system. It is expected that the cost of the fire alarm system is going to be greater than the remaining budget of £84k. The Council has received a £43k contribution from its Insurers to contribute to the pool works. It is requested that £41k of the Insurers money be used to increase the capital budget to fund the anticipated additional cost of works to the fire alarm system. If approved the revised capital budget for this work will increase to £181k.

6.3 It should be noted that the proposed capital scheme amendments in 6.1 and 6.2 above will not require additional borrowing by the Council.

## **Implications**

### **Corporate Plan:**

The revenue and capital funding included within this report supports delivery of the priorities in the Corporate Plan.

**Legal:** This report ensures compliance with the Council's approved Financial Regulations.

### **Finance:**

<b>Budget Area</b>	<b>Implication</b>
General Fund – Revenue Budget	As set out in the detailed information section of the report.
General Fund – Capital Programme	
Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

### **Risk:**

<b>Risk</b>	<b>Mitigation</b>
Failure to spend within approved budgets could impact on the financial sustainability of the Council.	Financial monitoring reports to CLT and Cabinet.

### **Human Resources:**

No implications

### **Equalities:**

No implications

### **Other Implications:**

None



**Reason(s) for Urgency**

Not Applicable

**Reason(s) for Exemption**

Not Applicable

**Background Papers**

Annual Budget and Council Tax 2019/20 and Medium Term Financial Strategy Update to Council 4<sup>th</sup> March 2019

Draft Outturn 2018/19 Accounts Report to Council 25<sup>th</sup> July 2019

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