

ASHFIELD DISTRICT COUNCIL



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

Agenda

Overview and Scrutiny Committee

Date: **Thursday, 18th July, 2019**

Time: **7.00 pm**

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

For any further information please contact:

Lynn Cain

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01623 457317

OVERVIEW AND SCRUTINY COMMITTEE

Membership

Chairman: Councillor Sarah Jayne Madigan

Vice-Chairman: Councillor Andrew Harding

Councillors:

Ciaran Brown

Andy Meakin

Caroline Wilkinson

Melanie Darrington

Phil Rostance

FILMING/AUDIO RECORDING NOTICE

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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 a correct record the minutes of the meeting of the Overview and Scrutiny, held on 6th June, 2019.** 5 - 10
4. **Corporate Scorecard Performance - Year End Out-Turn 2018/19.** 11 - 40
5. **Scrutiny Review: Impact of Universal Credit.** 41 - 50
6. **Scrutiny Workplan 2019/2020.** 51 - 58

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OVERVIEW AND SCRUTINY COMMITTEE

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

on Thursday, 6th June, 2019 at 10.00 am

Present: Councillor Sarah Jayne Madigan in the Chair;
Councillors Ciaran Brown, Melanie Darrington,
Andrew Harding and Andy Meakin.

Apologies for Absence: Councillors Phil Rostance and
Caroline Wilkinson.

Officers Present: Lynn Cain, Mike Joy, Robert Mitchell and
Shane Wright.

In Attendance: Councillor Dale Grounds and Councillor
John Wilmott.

OS.23 Declarations of Disclosable Pecuniary or Personal Interests and Non Disclosable Pecuniary/Other Interests

No declarations of interest were made.

OS.24 Minutes

RESOLVED

that the minutes of the meetings of the Committee held on 5th February and
12th March, 2019, be received and approved as correct records.

OS.25 Scrutiny Workplan Annual Refresh 2019/20

The Scrutiny Research and Support Officer presented the report and outlined
the main requirements of the Council's Scrutiny Workplan.

The Scrutiny Workplan, once finalised and approved by the Committee,
outlined the Council's yearly rolling work programme of in-depth reviews and
standing items considered by Panels A and B and the Committee respectively.
Facilitation of the Workplan was flexible and new items could be added during
the year dependent on need or changing priorities as appropriate.

Traditionally, the Workplan had sometimes contained review topics that were
too vague or unwieldy which had resulted in a disjointed or unfocussed
approach to the resulting reviews and their outcomes. It had therefore been
acknowledged that a more focussed approach to topic selection and inclusion
would be beneficial for the Workplan going forward.

As a result, Members were asked to give consideration to a short terms of reference form to ensure any suggested topics were well structured with the potential to add real value and outcomes to the Authority's provision of services.

Topic sources were often varied and could be identified from one or more of the following:-

- Issues of community concern
- Service delivery concerns
- Review, audit and inspection outcomes
- Issues relating to Council priorities
- Partnership objectives
- The Forward Plan
- Performance
- Budgets
- Improvement Plans.

At this point Members were asked to consider the list of potential topics for the 2019/20 Scrutiny Workplan, as contained in the report, and earmark around 7 or 8 initial topics for initial inclusion and progression.

Heritage and Conservation

Under this particular topic, Members considered specifically the promotion and preservation of the Council's War Memorials and acknowledged that officers were keen to see this review undertaken to ensure provision was adequately made for their conservation now and for future generations. It was agreed that should this topic be approved, it would be allocated as a priority to ensure that the review was completed and submitted to Cabinet in good time for the commencement of Remembrance Day events during November 2019.

Wildlife Protection

The item had been submitted by the Chairman who took a keen interest in wildlife and wanted to see a more collaborative approach to the preservation of wildlife within the District. The financial constraints of the Authority were acknowledged and Members were unsure as to whether there was currently sufficient wildlife protection available within the Nottinghamshire boundaries. It was agreed that the review could consider how the Council could better work with charities and partner organisations to protect and preserve the wildlife within Ashfield.

Climate Emergency

The item had been submitted to enable the Council to consider national climate concerns in relation to how it affected the Ashfield area.

Car Parking Facilities for Residents in Ashfield

Members considered car parking facilities as a potential topic with the review to specifically focus on space sizes, disabled and family provision and the continued appropriateness of the Council's current car parking locations. The Service Manager, Scrutiny & Democratic Services advised the Committee that the Council currently had a Car Parking Strategy document in place.

Roadside Memorials Protocol

Members raised slight concerns that this topic was potentially very emotive and any restrictions or guideline protocols could cause distress to newly grieving relatives and family members. It was accepted that the grieving process was different for everyone and any premature removal of meaningful items from the roadside could potentially cause additional upset.

However, it was also acknowledged that the complaints from local residents in relation to problems associated with the memorial sites needed to be considered and addressed in a similar manner.

Commercialisation and Income Generation

Income generation for the Council had increased in importance over the last few years due to ongoing Central Government cuts and loss of funding. The Council's recent investments had been predominantly in property but additional ways of generating income needed to be considered in the longer term. A clothes collection scheme and a peoples' lottery were mooted and Members felt a review of the topic would be extremely useful for the Authority.

Attendance Management

The topic would involve a review of how the Council manages its sickness and attendance levels. Members were informed that the Committee already undertook a monitoring role in relation to attendance management through the quarterly performance reports it considered and therefore an additional review would cause some duplication of this exercise.

Impact of Waste Facilities in Ashfield

The topic had been raised by Kirkby Councillors following ongoing issues being experienced by residents from a local waste facility. It was acknowledged that the issue would probably be better resolved by the Council's Environmental Health team and the County Council.

Community Safety Partnership Priorities

Committee were advised that a report in relation to Community Safety partnership priorities had already been earmarked for submission to Cabinet in July 2019. However, it was agreed that the topic would lend itself well to being discussed at the annual Crime and Disorder Overview and Scrutiny Committee meeting provisionally set for October 2019.

Modernising Access to Information and Participation

The topic had been suggested to endeavour to improve communication and openness between the Council and Ashfield's residents.

Homelessness in Ashfield

A recent decision has been taken by the Council to bring the Homelessness service back in house from the current shared service provision. It was agreed that some time should be given to the team to re-integrate itself back into the Council before any review of the service was undertaken. The topic could therefore be held in reserve until early 2020.

Fly Tipping

The Cabinet Member responsible for waste collection had offered support for this topic to consider actions to reduce and deter fly tipping in Ashfield through reviewing trends, initiatives and enforcement action.

Affordable Homes in New Housing Developments

The Service Manager, Scrutiny & Democratic Services advised Members that he considered this potential topic better suited to examination by the Local Plan Working Group as part of their ongoing work to prepare and submit a new Local Plan.

Impact of Universal Credit

A number of Members had raised concerns surrounding the impact of the recent introduction of Universal Credit on Ashfield residents. The Council were doing an excellent job in assisting residents with their applications but added value could be sought by undertaking a review of its impact on the Authority going forward.

Impact of Nursery Closures on Employment and Young People

The topic had been submitted following recent concerns that local private nurseries were having to close due to costly business rates and not being able to compete with current County Council provision. Having considered the suggestion, it was accepted that the Council could not overly influence or add value to this particular situation.

Digital and Service Transformation

The topic had been submitted as a suggestion following publication of the agenda for the meeting. A report was due to be submitted to Cabinet in July 2019 and Executive Members and officers were keen to enlist Scrutiny Members views in relation to the Digital Service and Transformation Programme. If accepted, the topic would need to take priority due to Cabinet meeting deadlines for July 2019.

Local Bus Provision for the Elderly

The topic had again been submitted as a suggestion following publication of the agenda for the meeting. Recent concerns had been raised with a local Councillor regarding the ongoing reduction of bus provision within the District, specifically for more elderly residents trying to visit shops and attending doctor appointments etc. Coupled with the recent Government led initiative to endeavour to prevent loneliness and isolation in elderly persons, it would be a timely topic to review from an Ashfield perspective.

Community Engagement

The topic suggestion was raised at the meeting by a Committee Member in relation to how the Council could better improve self-promotion in relation to Council initiatives, good news stories and the services it currently provides. Increased engagement with communities and increased understanding from residents would be a benefit to the Council in the longer term.

Amalgamation of Clinical Commissioning Groups in Nottinghamshire

Concerns were raised by a Member in attendance regarding the recent decision to consult on the possible merger of the six Clinical Commissioning Groups (CCG) in Nottinghamshire; Mansfield and Ashfield, Newark and

Sherwood, Nottingham City, Nottingham North and East, Nottingham West and Rushcliffe, to create one Nottingham and Nottinghamshire CCG.

The Service Manager, Scrutiny & Democratic Services advised the Committee that the District Council no longer had sufficient powers to scrutinise the health service and as such he would investigate the proposal further and report back to a future meeting.

RESOLVED that

a) the following items be included on the Scrutiny Workplan for 2019/20:-

- Heritage and Conservation – War Memorials
- Wildlife Protection
- Commercialisation and Income Generation
- Community Safety Partnership Priorities
- Impact of Universal Credit
- Local Bus Provision for the Elderly
- Community Engagement;

b) 'Homelessness in Ashfield' be added to the Scrutiny Workplan for 2019/20 as a reserve topic for consideration at a later date to be specified;

c) the following items be declined and not included on the Scrutiny Workplan for 2019/20:-

- Climate Emergency
- Car Parking Facilities for Residents in Ashfield
- Roadside Memorials Protocol
- Attendance Management
- Impact of Waste Facilities in Ashfield
- Modernising Access to Information and Participation
- Fly Tipping
- Affordable Homes in New Housing Developments
- Impact of Nursery Closures on Employment and Young People
- Digital Service and Transformation;

d) the Service Manager, Scrutiny & Democratic Services be requested to undertake some further research in relation to the possible merger of the six Clinical Commissioning Groups (CCG) in Nottinghamshire and report back on how the Committee or Panels might potentially consider the issue and participate in any of the consultative process.

OS.26 National Statutory Scrutiny Guidance

The Service Manager, Scrutiny & Democratic Services advised the Committee that the new Statutory Scrutiny Guidance had finally been released after a long delay on 7th May, 2019. The guidance was originally due to be published in December 2018 but due to Brexit priorities it had been pushed back by a few months.

Having considered the document, local authorities and combined authorities were required to have due regard to the guidance when exercising their functions with the acknowledgement that the scrutiny function maintained its legislative status as part of the Stronger Leader model's decision making framework and processes.

The new guidance had been summarised within the report and Members were encouraged to read both the report and the Statutory Scrutiny Guidance document in full. There would be an ongoing expectation that any scrutiny function provided by an authority would be as effective as possible with the function being adequately resourced and financed as required.

RESOLVED

that the report be received and duly noted.

The meeting closed at 11.23 am

Chairman.

Report To:	OVERVIEW AND SCRUTINY	Date:	18th July, 2019
Heading:	CORPORATE SCORECARD PERFORMANCE – 2018/19 YEAR-END OUT-TURN		
Portfolio Holder:	COUNCILLOR JASON ZADROZNY – LEADER OF THE COUNCIL		
Ward/s:	ALL		
Key Decision:	NO		
Subject to Call-In:	NO		

Purpose of Report

This report presents to Overview and Scrutiny the 2018/19 year-end outturn for the corporate performance scorecard, and recommendations which acknowledge the forthcoming need to review and refresh the corporate performance scorecard. The existing Corporate Scorecard which was established under the previous Administration is currently being reviewed in alignment with a review and refresh of the new Corporate Plan and corporate priorities.

Recommendation(s)

For Overview and Scrutiny to consider and proactively review the levels of performance achieved against the Corporate Scorecard, as at year-end 2018/19, whilst recognising the forthcoming review of the Scorecard, in order to ensure alignment with the Council's future ambitions and corporate priorities

Reasons for Recommendation(s)

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 current Corporate Scorecard is aligned to priorities and key actions agreed pre 2018/19 by the previous administration.

The new administration has identified specific priorities for action in 2018/19.

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).

Alternative Options Considered

None

Detailed Information

Corporate Plan progress is monitored through both the successful delivery of key projects and initiatives and performance achieved against the corporate scorecard.

Over the period of the current Corporate Plan (2016 to 2019) over 83% of corporate scorecard measures indicate an improved position since 2015/16.

Overall, the corporate scorecard outturn for April 2018 to March 2019 indicates the following:-

- 88% of measures achieving or exceeding target, or within 10% variance of target.
- 71% of measures indicating an improved position compared to the same period in the previous year, or within 5% of previous year's performance levels.

Corporate Plan key successes delivered within the last 12 months are:-

Health and Wellbeing Priority

- The Leisure Transformation Project is progressing with a new build leisure centre in Kirkby.
- Free swimming, ice skating and fun activity sessions for under 17's continue to be delivered as part of the Targeted Activities Programme. Since its inception over 3,000 children have taken the opportunity to access free activities.
- The Council has successfully prosecuted the responsible operator following a death in a local care home

Housing Priority

- The Housing service was confirmed as best for overall customer satisfaction and income collection when compared nationally, with upper quartile performance also achieved in void relets and repairs.
- The authority has brought in a further range of powers to tackle some of the most challenging private sector properties and landlords whilst also launching a new mandatory HMO licencing scheme, including civil penalties, rogue landlord database, enforced sale of properties and banning orders.
- Only 0.14% of council housing stock is non-decent, which are the lowest levels achieved, comprising of only 9 properties in total of which 1 is awaiting decision on disposal, and 2 are currently void awaiting conversion.
- Through additional Tenancy Sustainment Officer capacity we have been able to support nearly 1200 tenants this year with welfare and money advice, a 13% increase on 2017/18 levels.
- Despite a fundamental change in legislation and new methodologies around homelessness this year, prevention levels have increased by 26% during the last 12 months, indicating our continuing commitment to the prevention of homelessness.

Regeneration and Place Priority

- The Discover Ashfield brand was developed and launched with a new website. An Ambassadors scheme was launched to support the roll out of the project and gather wider support.
- A successful events calendar has been delivered during the year, highlights include Christmas events which were supported by local sponsorship, the Tour of Britain, and a number of events and initiatives to mark the centenary of the end of World War I.
- We have confirmation of a successful bid for Government funding for Sutton town centre through the Future High Streets Fund whilst the Sutton Masterplan was completed.
- Worked with Go ultra-low Nottingham to identify sites and obtain commitment to provision for electric vehicle charging points in public car parks
- New Town Teams have facilitated strengthened working relationships with traders and organisations across the three towns with draft action plans for each town.
- Following the refurbishment and successful promotion to businesses and the public, occupancy of Idlewells Indoor Market has increased from 47% to 75% and footfall has increased significantly.
- There has been successful completion of the development phase of the HLF funded project for Kings Mill Reservoir
- Planning applications continue to be processed well above nationally prescribed standard targets.
- The Council has undertaken a number of very positive actions which has resulted in 13 premises being taken off the dilapidated buildings list. This is as a result of collaboration across different service areas and using the most appropriate pathways for action. Other cases have also been progressed with interventions but still remain on the list as they are longer term projects.

Communities and Environment Priority

- We were successfully awarded Keep Britain Tidy-Local Authority of the Year 2018
- Number of resident generated reports of dog fouling have reduced by 22% in the last year, nearly half of the level two years ago. Over the last 2 years we have engaged in dog fouling campaigns with Keep Britain Tidy, one was the dog walking routes on Brierley Forest Park and the other was the dog-fouling scoreboard campaign on Sutton Lawn. Both campaigns yielded good results and judging by the number of resident generated services requests, have had a lasting impact. We have also engaged with Tikspac who have provided 25 dog fouling bag stations across our parks and open spaces for residents to utilise
- We retained six Green Flag awards for parks and green spaces. Park improvement projects were completed at ten sites, with projects nearing completion at a further four sites. Funding of £1.2m was secured for park improvement projects, including HLF funding for Kings Mill Reservoir. £280k of funding bids were submitted for 2019/20
- Two successful Big Ashfield Spring Cleans ran over 3 week periods in May 2018 and March 2019 across the district collecting 82.52 and 302 tonnes of waste respectively. The average end to end time for collection of free bulky waste service was 7 days for general waste and 13 days for metal waste. this is against a target time frame of 4 weeks, which was the expectation that was given to residents when making requests.
- Anti-social and drug dealing tenants have been dealt with through successful evictions, whilst a multi-agency approach has led to a successful set of actions around support and

enforcement and a much improved environment for town centre residents, shoppers and businesses.

Organisational Improvement Priority

- We have successfully acquired £24m of commercial investment property to date, delivering much needed annual income of £1.78m to support the 2019/20 budget and MTFS. In addition, we have realised a £1.1m capital receipt to support future projects.
- Through partnership with the DWP we have been able to achieve a smooth roll-out of Universal Credit Full Service across the District over the months from June (Selston/Jacksdale area), October (Hucknall area) and November (Kirkby, Sutton area).
- Our Customer and Digital Transformation Programme is beginning to show success through increased customer focus with; average call waiting times reducing by nearly half with a corresponding reduction in call abandonment rates month by month; and the number of online payments and direct debit payment levels continuing to significantly increase, 19% and 5% respectively. The recent implementation of a new payment solution also offers our residents and businesses more effective and accessible payment choices to suit the customer.
- There has been a significant increase in the number of young persons recruited (10%) through innovative use of the new Apprenticeship Levy and changing our approach to promoting vacancies
- Implementation of the Agile Working programme and principles supporting enhanced customer service will increase productivity of the workforce through facilitating remote, mobile and flexible working arrangements, whilst maximising office space to generate external rental income.
- Sickness absence levels are indicating a slight reduction. There is currently a review of the manager's guidance along with additional training. We are also trialling Physio clinics at the Depot as well as analysing trends and hotspots. Regular meetings are held with Managers and Directors to discuss absence within their teams and Service Areas.

The new administration is keen to see high levels of performance across all Council services and has identified areas for improvement including but not limited to:-

- Current recycling levels are 4% higher compared with 2015/16 recycling rates which is the last time the garden waste service was chargeable. It is recognised that the re-introduction of charges for garden waste in 2018, and a sustained period of dry weather which affected the growth of grass, has initially impacted upon performance compared to the previous year, as forecasted in the Cabinet report 5th November 2015. However, the number of garden waste subscribers is increasing year on year, currently being at 19,000 subscribers, 9,000 more than the levels achieved at the same time last year. It is expected that we will see an increase in garden waste collection weights in 2019/20, which is already evident in the tonnages collected in March 2019 which showed an increase of 285% when compared to March 2018. This will see a positive increase to ADC's recycling rate in 2019/20.

Glass recycling collected has also increased by 25% following the introduction of the 140l receptacles which has been a great boost to recycling rates but also in terms of income we get from glass rebates.

We also recognise that our recycling rates are impacted upon by the 3% increase in residual waste, equating to 918 tonne increase. 266 tonnes (29%) of this related to extra waste collected during the spring clean in 2019. Dry Recycling tonnage has also increased during

the year by 7%, some of this is attributable to a reduction in contamination rate on the back of educational activities carried out by the waste advisor.

- Resident generated service requests for litter, and fly tipping have overall shown increases compared 2017/18. We are utilising the data to produce hotspot maps for each of the environment area teams so they can focus on main areas of concern. We are continuing to use overt surveillance cameras to monitor and record areas that are repeatedly effected by environmental crime. The environment enforcement officer is continuing to investigate reported fly-tips to gather enough evidence to take enforcement action. In Q4 2018/19 there were 61 investigations carried out resulting in 4 warning letters and 4 FPN's issued, all of which have been paid
- Attendances at our leisure centres are slightly lower than predicted. The downturn in attendance has been apparent over the year and is related to:-
 - The impact of competition in the area. New facilities attract customers from existing facilities and whilst some have returned not all have done so.
 - Transfer of operation of Selston Leisure Centre to Selston High school has accounted for circa 11,000 attendances Jan – Mar
 - Customers financial uncertainties
 - GDPR compliance has reduced customer contact information
 - Maintenance closures of ice rink
 - Perceived uncertainties about Festival Hall longevityTo improve the downturn:-
 - Marketing and promotion outputs have increased including social media, emails and ad vans.
 - Numerous offers and competitions have been used
- The number of long term empty and derelict private sector homes brought back into use has reduced by 16%. However, performance significantly exceeded target for the year. The lower outturn figure reflects the work undertaken by the Private Sector Enforcement Team over the course of the last 5 years to reduce the overall number of long term empty private sector homes in the District. There is now a smaller core of long term empties that require more intensive work to bring them back into use.
- Current rent arrears are £20k higher than at week 52 last year with performance affected by the wider roll-out of Universal Credit. We are carrying almost £61k more rent debt from tenants exclusively on Universal Credit than this time last year.

Despite this, the arrears performance figure is still upper quartile when compared nationally which is a testament to everyone's efforts in the income team. The forthcoming year will be even more challenging for us as the number of Universal Credit cases increase.

Implications

Corporate Plan:

The report relates to delivery of the Corporate Plan Priorities. It covers performance for the period April 2018 to March 2019. The Corporate Scorecard is currently being reviewed and refreshed to align with the future Corporate Plan and associated corporate priorities as a means of identifying their successful delivery.

Legal:

No direct legal implications

Finance:

Budget Area	Implication
General Fund – Revenue Budget	Financial performance is included within a detailed corporate scorecard reported to CLT and Scrutiny. Financial PI's form a key element of the balanced scorecard approach, and will be reviewed to reflect future priorities in alignment with review of the Corporate Plan in 2019.
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:

No direct equalities implications

Other Implications:**Reason(s) for Urgency****Reason(s) for Exemption****Background Papers**

(if applicable)

Report Author and Contact Officer

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Rob Mitchell
CHIEF EXECUTIVE

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Corporate Scorecard Performance Report

Generated on: 7 May 2019



Community and Customer (ADC) Service Standards

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
(ADC)CORP/SERV/3 Average Call waiting time	0h 01m 06s	0h 01m 44s	🟢	↑	Aim to Minimise		May-2019	Our Customer and Digital Transformation Programme is beginning to show success through increased customer focus with; average call waiting times reducing by nearly half	Q4 2018/19
(ADC)CORP/SERV/4 Call abandonment rate	7.96%	13.5%	🟢	↑	Aim to Minimise		May-2019	reduction in call abandonment rates month by month as part of our digital and customer focussed transformation programme	Q4 2018/19

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**Funding the Future
(ADC) Better Use of Assets**

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
(ADC)CORP/BUOA/1 Occupancy of ADC commercial property portfolio (excluding Ashfield Business Centre)	92.00%	90.00%	🟢	↑	Aim to Maximise		26-Apr-19-2018	Demand has remained strong for the commercial units, with overall occupancy above target	Q4 2018/19

**Funding the Future
(ADC) Productivity**

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
(ADC)CORP/PROD/2 Overall performance improvement	59%	75%	🔴	↓	Aim to Maximise		10-May-2019	14 improved 14 worsened 6 place survey improved 71% of measures indicating an improved position compared to the same period in the previous year, or within 5% of previous year's performance levels.	Q4 2018/19

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
(ADC)CORP/PROD/4 Overall performance v target	68%	85%	🛑	↓	Aim to Maximise		10-May-2019	17 met target 7 within 10% target 4 worse 10% target 6 place survey met target = 88% of measures achieving or exceeding target, or within 10% variance of target.	Q4 2018/19

Funding the Future (ADC) Resources

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
(ADC)CORP/RSRC/3 Percentage of Council Tax collected in current year	97.18%	97.5%	⚠️	↓	Aim to Maximise		26-Apr-19	The collection rate for Council Tax at the end of March is 97.18% against a target of 97.5%. This is 0.32% below target for this year. It should be noted that any costs raised and paid are not reflected in the collection rates, however, costs are	Q4 2018/19

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																											
								<p>always paid before debt. The total percentage outstanding for 2018/2019 is 2.56%, therefore the overall collection rate is 97.44%.</p> <p>Weekly collection figures are closely monitored and recovery action will continue to be taken swiftly for any unpaid amounts</p>																												
(ADC)CORP/RSRC/4 Percentage of NNDR collected in current year	97.68%	98.5%	▲	▼	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/RSRC/4 Percentage of NNDR collected in current year</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2018/19</td> <td>97.81%</td> <td>98.50%</td> </tr> <tr> <td>Q1 2019/20</td> <td>31.34%</td> <td>98.50%</td> </tr> <tr> <td>Q2 2019/20</td> <td>56.67%</td> <td>98.50%</td> </tr> <tr> <td>Q3 2019/20</td> <td>82.26%</td> <td>98.50%</td> </tr> <tr> <td>Q4 2019/20</td> <td>98.19%</td> <td>98.50%</td> </tr> <tr> <td>Q1 2020/21</td> <td>27.13%</td> <td>98.50%</td> </tr> <tr> <td>Q2 2020/21</td> <td>56.79%</td> <td>98.50%</td> </tr> <tr> <td>Q3 2020/21</td> <td>87.00%</td> <td>98.50%</td> </tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q4 2018/19	97.81%	98.50%	Q1 2019/20	31.34%	98.50%	Q2 2019/20	56.67%	98.50%	Q3 2019/20	82.26%	98.50%	Q4 2019/20	98.19%	98.50%	Q1 2020/21	27.13%	98.50%	Q2 2020/21	56.79%	98.50%	Q3 2020/21	87.00%	98.50%	26-Apr-19	<p>The collection rate for Business Rates at the end of March is 97.68% which is 0.82% below target.</p> <p>It should be noted that any costs raised and paid are not reflected in the collection rate, however, costs are always paid before debt. The total</p>	Q4 2018/19
Quarter	Actual (%)	Target (%)																																		
Q4 2018/19	97.81%	98.50%																																		
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Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
								<p>percentage outstanding for 2018/2019 is 1.90%, therefore the overall collection rate is 98.10%, this being slightly below target.</p> <p>Unfortunately, at this point in the financial year any new assessments and increases in Rateable Value (RV) that are reported by the Valuation Office Agency (VOA) leaves us little time to recover the charge by the end of the financial year. This will therefore, impact on collection. Since 31 December 2018 there has been an increase in charge of £128,864.41 of this increase £92,615.06 was outstanding as at 31 March 2019.</p>	

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																		
(ADC)CORP/RSRC/5 Percentage of rent collected from total rent due	97.72%	99.00%	⚠	↓	Aim to Maximise	<p>(ADC)CORP/RSRC/5 Percentage of rent collected from total rent due</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4 2018/19</td> <td>99.80%</td> </tr> <tr> <td>Q1 2019/20</td> <td>98.79%</td> </tr> <tr> <td>Q2 2019/20</td> <td>97.32%</td> </tr> <tr> <td>Q3 2019/20</td> <td>96.53%</td> </tr> <tr> <td>Q4 2018/19</td> <td>99.80%</td> </tr> <tr> <td>Q1 2019/20</td> <td>99.80%</td> </tr> <tr> <td>Q2 2019/20</td> <td>99.80%</td> </tr> <tr> <td>Q3 2019/20</td> <td>99.80%</td> </tr> </tbody> </table>	Quarter	Percentage	Q4 2018/19	99.80%	Q1 2019/20	98.79%	Q2 2019/20	97.32%	Q3 2019/20	96.53%	Q4 2018/19	99.80%	Q1 2019/20	99.80%	Q2 2019/20	99.80%	Q3 2019/20	99.80%	09-Apr-2019	<p>End of year performance has been affected by the wider roll out of introduction of Universal Credit. We are carrying almost £61k more current UC debt than this time last year. Current arrears are only around £20k higher than at week 52 last year.</p> <p>The arrears figure is good despite the above which is a testament to everyone's efforts in the income team.</p> <p>The forthcoming year will be even more challenging for us as UC cases are increasing at a fast rate each week</p>	Q4 2018/19
Quarter	Percentage																										
Q4 2018/19	99.80%																										
Q1 2019/20	98.79%																										
Q2 2019/20	97.32%																										
Q3 2019/20	96.53%																										
Q4 2018/19	99.80%																										
Q1 2019/20	99.80%																										
Q2 2019/20	99.80%																										
Q3 2019/20	99.80%																										

**Organisational Effectiveness
(ADC) Delivery**



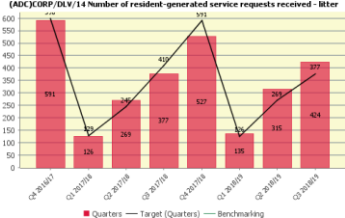
Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update										
(ADC)CORP/DLV/01 Delivery of Corporate plan % of actions implemented or on track	91%	92%	Yellow Triangle	Down Arrow	Aim to Maximise	<p>(ADC)CORP/DLV/01 Delivery of Corporate plan % of actions implemented or on track</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>% of actions implemented or on track</th> </tr> </thead> <tbody> <tr><td>Q1 2018</td><td>92%</td></tr> <tr><td>Q2 2018</td><td>92%</td></tr> <tr><td>Q3 2018</td><td>93%</td></tr> <tr><td>Q4 2018</td><td>91%</td></tr> </tbody> </table>	Quarter	% of actions implemented or on track	Q1 2018	92%	Q2 2018	92%	Q3 2018	93%	Q4 2018	91%	13-May-2019	Overdue 32 In Progress 20 Completed 292	Q4 2018/19
Quarter	% of actions implemented or on track																		
Q1 2018	92%																		
Q2 2018	92%																		
Q3 2018	93%																		
Q4 2018	91%																		

Page 25



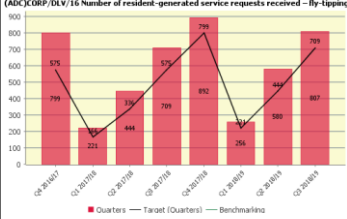
**Organisational Effectiveness
(ADC) Delivery - Communities & Environment Priority**

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update										
(ADC)CORP/DLV/12 Percentage of household waste recycled and composted	36.68%	41.00%	Red Octagon	Down Arrow	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>Percentage of household waste recycled and composted</th> </tr> </thead> <tbody> <tr><td>Q1 2018</td><td>41.36%</td></tr> <tr><td>Q2 2018</td><td>41.25%</td></tr> <tr><td>Q3 2018</td><td>40.87%</td></tr> <tr><td>Q4 2018</td><td>36.68%</td></tr> </tbody> </table>	Quarter	Percentage of household waste recycled and composted	Q1 2018	41.36%	Q2 2018	41.25%	Q3 2018	40.87%	Q4 2018	36.68%	08-May-2019	This is an indicative figure and is likely to increase to 37.5% when full data is available, which is a positive increase of 4% in recycling rate when compared to 2015 prior to any bin changes.	Q4 2018/19
Quarter	Percentage of household waste recycled and composted																		
Q1 2018	41.36%																		
Q2 2018	41.25%																		
Q3 2018	40.87%																		
Q4 2018	36.68%																		

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
								<p>garden waste charge has meant that there is less residents currently using the garden waste service, however this is growing year on year with the service currently being at 19k subscribers, 9,000 more than the same time last year. It is expected that we will see an increase in garden waste collection in 2019/20 when compared to the previous year, which is already evident in the tonnages collected in March 2019 which has increased by 285% when compared to March 2018. This will see a positive increase to ADC's recycling rate in 2019/20.</p> <p>Glass collected has also increase by 25% following the</p>	

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
								<p>introduction of the 140l receptacles which has been a great boost to recycling rates but also in terms of income we get from glass rebates</p> <p>Residual waste has increased by 3% in year which has seen extra waste collected during the spring clean in 2019.</p> <p>Dry recyclable tonnage has decreased by 5% when compared to the previous year</p>	
(ADC)CORP/DLV/14 Number of resident-generated service requests received – litter	555	550			Aim to Minimise		03-May-2019	131 requests in Q4, slight increase in the year of 0.9% this has largely come from an increased amount of requests in Q2, since then the amount of requests have reduced	Q4 2018/19

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																																								
								each quarter. To address this increase, we are now utilising the data collected from Whitespace to produce hotspot maps for resident generated service requests and performance data to each of the environment area teams so they can focus on main areas of concern. It will be important going forward to continually give up to date information to the teams so resource is allocated where needed.																																									
(ADC)CORP/DLV/15 Number of resident-generated service requests received – dog fouling	196	200	🟢	⬆️	Aim to Minimise	<p>(ADC)CORP/DLV/15 Number of resident-generated service requests received – dog fouling</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> <th>Benchmarking</th> </tr> </thead> <tbody> <tr> <td>Q3-2018/19</td> <td>306</td> <td>200</td> <td>200</td> </tr> <tr> <td>Q1-2019/20</td> <td>27</td> <td>200</td> <td>200</td> </tr> <tr> <td>Q2-2019/20</td> <td>47</td> <td>200</td> <td>200</td> </tr> <tr> <td>Q3-2019/20</td> <td>140</td> <td>200</td> <td>200</td> </tr> <tr> <td>Q4-2019/20</td> <td>213</td> <td>200</td> <td>200</td> </tr> <tr> <td>Q1-2020/21</td> <td>254</td> <td>200</td> <td>200</td> </tr> <tr> <td>Q2-2020/21</td> <td>21</td> <td>200</td> <td>200</td> </tr> <tr> <td>Q3-2020/21</td> <td>67</td> <td>200</td> <td>200</td> </tr> <tr> <td>Q4-2020/21</td> <td>111</td> <td>200</td> <td>200</td> </tr> </tbody> </table>	Quarter	Actual	Target	Benchmarking	Q3-2018/19	306	200	200	Q1-2019/20	27	200	200	Q2-2019/20	47	200	200	Q3-2019/20	140	200	200	Q4-2019/20	213	200	200	Q1-2020/21	254	200	200	Q2-2020/21	21	200	200	Q3-2020/21	67	200	200	Q4-2020/21	111	200	200	03-May-2019	There has been an impressive decrease of 21% in resident generated service requests for dog fouling at the end of the 18/19 year when compared to the	Q4 2018/19
Quarter	Actual	Target	Benchmarking																																														
Q3-2018/19	306	200	200																																														
Q1-2019/20	27	200	200																																														
Q2-2019/20	47	200	200																																														
Q3-2019/20	140	200	200																																														
Q4-2019/20	213	200	200																																														
Q1-2020/21	254	200	200																																														
Q2-2020/21	21	200	200																																														
Q3-2020/21	67	200	200																																														
Q4-2020/21	111	200	200																																														

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																																				
								previous year. Over the last 2 years we have engaged in dog fouling campaigns with Keep Britain Tidy, one was the dog walking routes on Brierley Forest Park and the other was the dog-fouling scoreboard campaign on Sutton Lawn. Both campaigns yielded good results and judging by the number of resident generated services requests have had a lasting impact. We have also engaged with the Tikspac who have provided 25 dog fouling bag stations across our parks and open spaces for residents to utilise.																																					
(ADC)CORP/DLV/16 Number of resident-generated service requests received - fly-	1018	892			Aim to Minimise	 <table border="1"> <caption>(ADC)CORP/DLV/16 Number of resident-generated service requests received - fly-tipping</caption> <thead> <tr> <th>Quarter</th> <th>Actual (Quarters)</th> <th>Target (Quarters)</th> <th>Benchmark</th> </tr> </thead> <tbody> <tr> <td>Q4 2017</td> <td>791</td> <td>575</td> <td>575</td> </tr> <tr> <td>Q1 2018</td> <td>222</td> <td>222</td> <td>222</td> </tr> <tr> <td>Q2 2018</td> <td>444</td> <td>316</td> <td>316</td> </tr> <tr> <td>Q3 2018</td> <td>709</td> <td>575</td> <td>575</td> </tr> <tr> <td>Q4 2018</td> <td>892</td> <td>791</td> <td>791</td> </tr> <tr> <td>Q1 2019</td> <td>791</td> <td>294</td> <td>294</td> </tr> <tr> <td>Q2 2019</td> <td>580</td> <td>444</td> <td>444</td> </tr> <tr> <td>Q3 2019</td> <td>807</td> <td>709</td> <td>709</td> </tr> </tbody> </table>	Quarter	Actual (Quarters)	Target (Quarters)	Benchmark	Q4 2017	791	575	575	Q1 2018	222	222	222	Q2 2018	444	316	316	Q3 2018	709	575	575	Q4 2018	892	791	791	Q1 2019	791	294	294	Q2 2019	580	444	444	Q3 2019	807	709	709	03-May-2019	14% increase when compared year on year. To address this increase, we are now utilising the data	Q4 2018/19
Quarter	Actual (Quarters)	Target (Quarters)	Benchmark																																										
Q4 2017	791	575	575																																										
Q1 2018	222	222	222																																										
Q2 2018	444	316	316																																										
Q3 2018	709	575	575																																										
Q4 2018	892	791	791																																										
Q1 2019	791	294	294																																										
Q2 2019	580	444	444																																										
Q3 2019	807	709	709																																										

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
tipping								<p>collected from Whitespace to produce hotspot maps for resident generated service requests and performance data to each of the environment area teams so they can focus on main areas of concern. It will be important going forward to continually give up to date information to the teams so resource is allocated where needed.</p> <p>We are also continuing to use covert cameras at known hotspot areas to tackle serial offenders. The environment enforcement officer is continuing to investigate fly-tips reported by the resident to gather</p>	

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																		
								enough evidence to take enforcement action. In Q4 2018/19 there was 61 investigations carried out resulting in 4 warning letters and 4 FPN's issued, all of which have been paid.																			
(ADC)CORP/DLV/37 Percentage of customers satisfied with the action the Council has taken – ASB & Nuisance	80%	90%	🛑	⬇️	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/DLV/37 Percentage of customers satisfied with the action the Council has taken - ASB & Nuisance</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q4 2017/18</td><td>96%</td><td>90%</td></tr> <tr><td>Q1 2018/19</td><td>82%</td><td>90%</td></tr> <tr><td>Q2 2018/19</td><td>70%</td><td>90%</td></tr> <tr><td>Q3 2018/19</td><td>94%</td><td>90%</td></tr> <tr><td>Q4 2018/19</td><td>80%</td><td>90%</td></tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q4 2017/18	96%	90%	Q1 2018/19	82%	90%	Q2 2018/19	70%	90%	Q3 2018/19	94%	90%	Q4 2018/19	80%	90%	07-May-2019	10 surveyed. Changes to customer satisfaction and performance is currently is being undertaken.	Q4 2018/19
Quarter	Actual (%)	Target (%)																									
Q4 2017/18	96%	90%																									
Q1 2018/19	82%	90%																									
Q2 2018/19	70%	90%																									
Q3 2018/19	94%	90%																									
Q4 2018/19	80%	90%																									

**Organisational Effectiveness
(ADC) Delivery - Health and Wellbeing Priority**

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																		
(ADC)CORP/DLV/32 Number of user attendances at ADC leisure facilities	1,314,768	1,390,000	🛑	⬇️	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/DLV/32 Number of user attendances at ADC leisure facilities</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q4 2017/18</td><td>1,415,000</td><td>1,390,000</td></tr> <tr><td>Q1 2018/19</td><td>383,500</td><td>1,390,000</td></tr> <tr><td>Q2 2018/19</td><td>691,500</td><td>1,390,000</td></tr> <tr><td>Q3 2018/19</td><td>1,229,522</td><td>1,390,000</td></tr> <tr><td>Q4 2018/19</td><td>1,402,188</td><td>1,390,000</td></tr> </tbody> </table>	Quarter	Actual	Target	Q4 2017/18	1,415,000	1,390,000	Q1 2018/19	383,500	1,390,000	Q2 2018/19	691,500	1,390,000	Q3 2018/19	1,229,522	1,390,000	Q4 2018/19	1,402,188	1,390,000	23-Apr-2019	The downturn in attendance has been apparent over the year and is related to:- The impact of competition in the area. New facilities	Q4 2018/19
Quarter	Actual	Target																									
Q4 2017/18	1,415,000	1,390,000																									
Q1 2018/19	383,500	1,390,000																									
Q2 2018/19	691,500	1,390,000																									
Q3 2018/19	1,229,522	1,390,000																									
Q4 2018/19	1,402,188	1,390,000																									

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
								<p>attract customers from existing facilities and whilst some have returned not all have done so.</p> <p>closure of Selston Leisure Centre has accounted for circa 11,000 attendances Jan – Mar</p> <p>Customers financial uncertainties</p> <p>GDPR compliance has reduced customer contact information</p> <p>Maintenance closures of ice rink</p> <p>Perceived uncertainties about Festival Hall longevity</p> <p>To improve the downturn :-</p> <p>Marketing and promotion outputs have increased including social media, emails and ad vans.</p> <p>Numerous offers and competitions have been used</p>	

**Organisational Effectiveness
(ADC) Delivery - Housing Priority**

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																											
(ADC)CORP/DLV/08 Percentage approved spend for DFG Budget	100%	100%	🟢	↑	Aim to Maximise	<p>(ADC)CORP/DLV/08 Percentage approved spend for DFG Budget</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>45</td> <td>100</td> </tr> <tr> <td>Q2 2018/19</td> <td>60</td> <td>100</td> </tr> <tr> <td>Q3 2018/19</td> <td>70</td> <td>100</td> </tr> <tr> <td>Q4 2018/19</td> <td>100</td> <td>100</td> </tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1 2018/19	45	100	Q2 2018/19	60	100	Q3 2018/19	70	100	Q4 2018/19	100	100	26-Apr-19-2019	The value of work approved was actually more than the allocated DFG budget due to some works not being completed in 2018/19 and being rolled over into 2019/2020. This also accounts for spend being lower than the allocated budget in 2018/2019.	Q4 2018/19												
Quarter	Actual (%)	Target (%)																																		
Q1 2018/19	45	100																																		
Q2 2018/19	60	100																																		
Q3 2018/19	70	100																																		
Q4 2018/19	100	100																																		
(ADC)CORP/DLV/18 Average void re-let time of Council Homes (DAYS)	20.4	21.0	🟢	↓	Aim to Minimise	<p>(ADC)CORP/DLV/18 Average void re-let time of Council Homes (DAYS)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (DAYS)</th> <th>Target (DAYS)</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>21.6</td> <td>21.0</td> </tr> <tr> <td>Q2 2018/19</td> <td>18.8</td> <td>21.0</td> </tr> <tr> <td>Q3 2018/19</td> <td>17.8</td> <td>21.0</td> </tr> <tr> <td>Q4 2018/19</td> <td>18.2</td> <td>21.0</td> </tr> <tr> <td>Q1 2019</td> <td>19.3</td> <td>21.0</td> </tr> <tr> <td>Q2 2019</td> <td>23.0</td> <td>21.0</td> </tr> <tr> <td>Q3 2019</td> <td>21.9</td> <td>21.0</td> </tr> <tr> <td>Q4 2019</td> <td>21.3</td> <td>21.0</td> </tr> </tbody> </table>	Quarter	Actual (DAYS)	Target (DAYS)	Q1 2018/19	21.6	21.0	Q2 2018/19	18.8	21.0	Q3 2018/19	17.8	21.0	Q4 2018/19	18.2	21.0	Q1 2019	19.3	21.0	Q2 2019	23.0	21.0	Q3 2019	21.9	21.0	Q4 2019	21.3	21.0	26-Apr-2019	After a difficult start to the year due to a number of problematic properties, we managed to achieve target for 2018/19.	Q4 2018/19
Quarter	Actual (DAYS)	Target (DAYS)																																		
Q1 2018/19	21.6	21.0																																		
Q2 2018/19	18.8	21.0																																		
Q3 2018/19	17.8	21.0																																		
Q4 2018/19	18.2	21.0																																		
Q1 2019	19.3	21.0																																		
Q2 2019	23.0	21.0																																		
Q3 2019	21.9	21.0																																		
Q4 2019	21.3	21.0																																		
(ADC)CORP/DLV/20 Percentage of non-decent homes of total council housing stock	0.14%	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 2018/19</td> <td>0.22</td> <td>0.40</td> </tr> <tr> <td>Q2 2018/19</td> <td>0.11</td> <td>0.40</td> </tr> <tr> <td>Q3 2018/19</td> <td>0.21</td> <td>0.40</td> </tr> <tr> <td>Q4 2018/19</td> <td>0.07</td> <td>0.40</td> </tr> <tr> <td>Q1 2019</td> <td>0.12</td> <td>0.40</td> </tr> <tr> <td>Q2 2019</td> <td>0.15</td> <td>0.40</td> </tr> <tr> <td>Q3 2019</td> <td>0.15</td> <td>0.40</td> </tr> <tr> <td>Q4 2019</td> <td>0.14</td> <td>0.40</td> </tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1 2018/19	0.22	0.40	Q2 2018/19	0.11	0.40	Q3 2018/19	0.21	0.40	Q4 2018/19	0.07	0.40	Q1 2019	0.12	0.40	Q2 2019	0.15	0.40	Q3 2019	0.15	0.40	Q4 2019	0.14	0.40	07-May-2019	Better than target; Comprises 9 properties in total of which 1 is awaiting decision on disposal, and 2 are currently void awaiting	Q4 2018/19
Quarter	Actual (%)	Target (%)																																		
Q1 2018/19	0.22	0.40																																		
Q2 2018/19	0.11	0.40																																		
Q3 2018/19	0.21	0.40																																		
Q4 2018/19	0.07	0.40																																		
Q1 2019	0.12	0.40																																		
Q2 2019	0.15	0.40																																		
Q3 2019	0.15	0.40																																		
Q4 2019	0.14	0.40																																		

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																								
								conversion (require adjacent bedsits to become void to enable works to proceed - Sherwood Ct), remaining 6 will be contacted to encourage tenants to receive outstanding works identified.																									
(ADC)CORP/DLV/22 Number of long-term empty homes and derelict brought back into use	146	80	✔	↓	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/DLV/22 Number of long-term empty homes and derelict brought back into use</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> <th>Benchmarking</th> </tr> </thead> <tbody> <tr> <td>Q4-2018</td> <td>146</td> <td>80</td> <td>125</td> </tr> <tr> <td>Q1-2019</td> <td>25</td> <td>80</td> <td>125</td> </tr> <tr> <td>Q2-2019</td> <td>60</td> <td>80</td> <td>125</td> </tr> <tr> <td>Q3-2019</td> <td>100</td> <td>80</td> <td>125</td> </tr> <tr> <td>Q4-2019</td> <td>146</td> <td>80</td> <td>125</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Benchmarking	Q4-2018	146	80	125	Q1-2019	25	80	125	Q2-2019	60	80	125	Q3-2019	100	80	125	Q4-2019	146	80	125	29-Apr-2019	UPDATE : 29/4/2019 target exceeded for the year as an accumulation figure	Q4 2018/19
Quarter	Quarters	Target (Quarters)	Benchmarking																														
Q4-2018	146	80	125																														
Q1-2019	25	80	125																														
Q2-2019	60	80	125																														
Q3-2019	100	80	125																														
Q4-2019	146	80	125																														
(ADC)CORP/DLV/47 Number of applicants prevented from becoming homeless	135	75	✔	↑	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/DLV/47 Number of applicants prevented from becoming homeless</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> <th>Benchmarking</th> </tr> </thead> <tbody> <tr> <td>Q4-2018</td> <td>78</td> <td>75</td> <td>118</td> </tr> <tr> <td>Q1-2019</td> <td>64</td> <td>75</td> <td>118</td> </tr> <tr> <td>Q2-2019</td> <td>69</td> <td>75</td> <td>118</td> </tr> <tr> <td>Q3-2019</td> <td>107</td> <td>75</td> <td>118</td> </tr> <tr> <td>Q4-2019</td> <td>135</td> <td>75</td> <td>118</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Benchmarking	Q4-2018	78	75	118	Q1-2019	64	75	118	Q2-2019	69	75	118	Q3-2019	107	75	118	Q4-2019	135	75	118	26-Apr-2019	This data includes early intervention work. Once again well above target.	Q4 2018/19
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Q4-2018	78	75	118																														
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Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
(ADC)CORP/DLV/52 Number of Council properties in receipt of an aid or adaptation	470	496	⚠	↑	Aim to Maximise		03-May-2019	The number of adaptations completed during the 2018 / 2019 financial year is in-line with expectation, as it is expected that numbers will fluctuate year-on-year as these are referred from multiple sources and based on customer need.	Q4 2018/19
(ADC)CORP/DLV/54 Number of Council Tenants assisted with welfare and money management advice	1,177	900	✅	↑	Aim to Maximise		03-May-2019	The overall number of tenants supported in Q4 2018/19 has increased from last year, we believe this is due to us now having two Money Management Advisors picking up more cases and we have noticed an increase in referrals for our Money Management and Tenancy Sustainment Service. This may also be as a result of increased number of	Q4 2018/19

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update
								claimants of Universal Credit within the district.	

Organisational Effectiveness (ADC) Delivery - Organisational Improvement Priority

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																																	
(ADC)CORP/TRNS/2 Number of online payments made	48,317	42,625	✓	↑	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/TRNS/2 Number of online payments made</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q4 2016/17</td><td>6,401</td><td>7,678</td></tr> <tr><td>Q1 2017/18</td><td>6,530</td><td>7,868</td></tr> <tr><td>Q2 2017/18</td><td>6,368</td><td>7,778</td></tr> <tr><td>Q3 2017/18</td><td>8,496</td><td>8,978</td></tr> <tr><td>Q4 2017/18</td><td>7,868</td><td>7,778</td></tr> <tr><td>Q1 2018/19</td><td>10,185</td><td>10,185</td></tr> <tr><td>Q2 2018/19</td><td>12,941</td><td>12,941</td></tr> <tr><td>Q3 2018/19</td><td>11,025</td><td>11,025</td></tr> <tr><td>Q4 2018/19</td><td>11,927</td><td>11,927</td></tr> <tr><td>YTD Actual</td><td>48,317</td><td>42,625</td></tr> </tbody> </table>	Quarter	Actual	Target	Q4 2016/17	6,401	7,678	Q1 2017/18	6,530	7,868	Q2 2017/18	6,368	7,778	Q3 2017/18	8,496	8,978	Q4 2017/18	7,868	7,778	Q1 2018/19	10,185	10,185	Q2 2018/19	12,941	12,941	Q3 2018/19	11,025	11,025	Q4 2018/19	11,927	11,927	YTD Actual	48,317	42,625	May-2019	Our Customer and Digital Transformation Programme is beginning to show success through the number of online payments and direct debit payment levels continuing to significantly increase, 19% and 5% respectively	Q4 2018/19
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(ADC)CORP/TRNS/3 Number of direct debit payments made	378,565	365,485	✓	↑	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/TRNS/3 Number of direct debit payments made</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q4 2016/17</td><td>93,534</td><td>96,071</td></tr> <tr><td>Q1 2017/18</td><td>94,635</td><td>97,146</td></tr> <tr><td>Q2 2017/18</td><td>94,249</td><td>97,546</td></tr> <tr><td>Q3 2017/18</td><td>95,511</td><td>98,511</td></tr> <tr><td>Q4 2017/18</td><td>97,518</td><td>99,610</td></tr> <tr><td>Q1 2018/19</td><td>97,518</td><td>99,610</td></tr> <tr><td>Q2 2018/19</td><td>97,518</td><td>99,610</td></tr> <tr><td>Q3 2018/19</td><td>97,518</td><td>99,610</td></tr> <tr><td>Q4 2018/19</td><td>97,518</td><td>99,610</td></tr> <tr><td>YTD Actual</td><td>378,565</td><td>365,485</td></tr> </tbody> </table>	Quarter	Actual	Target	Q4 2016/17	93,534	96,071	Q1 2017/18	94,635	97,146	Q2 2017/18	94,249	97,546	Q3 2017/18	95,511	98,511	Q4 2017/18	97,518	99,610	Q1 2018/19	97,518	99,610	Q2 2018/19	97,518	99,610	Q3 2018/19	97,518	99,610	Q4 2018/19	97,518	99,610	YTD Actual	378,565	365,485	May-2019	As above	Q4 2018/19
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**Organisational Effectiveness
(ADC) Delivery - Regeneration & Place Priority**

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																					
(ADC)CORP/DLV/41 Processing of major planning applications within 13 weeks – by quarter – cumulative year-end data	86.00%	75.00%	🟢	⬆️	Aim to Maximise	<p>(ADC)CORP/DLV/41 Processing of major planning applications within 13 weeks - by quarter - cumulative year-end data</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2018</td> <td>89.00%</td> <td>75.00%</td> </tr> <tr> <td>Q4 2018</td> <td>89.00%</td> <td>75.00%</td> </tr> <tr> <td>Q1 2019</td> <td>88.00%</td> <td>75.00%</td> </tr> <tr> <td>Q2 2019</td> <td>85.00%</td> <td>75.00%</td> </tr> <tr> <td>Q3 2019</td> <td>82.00%</td> <td>75.00%</td> </tr> <tr> <td>Q4 2019</td> <td>86.00%</td> <td>75.00%</td> </tr> </tbody> </table>	Quarter	Actual Performance (%)	Target (%)	Q3 2018	89.00%	75.00%	Q4 2018	89.00%	75.00%	Q1 2019	88.00%	75.00%	Q2 2019	85.00%	75.00%	Q3 2019	82.00%	75.00%	Q4 2019	86.00%	75.00%	29-Apr-2019	Performance on the major planning performance has been maintained and improved. Given the fewer number of major applications there can be more major swings as one or two applications can affect results more strongly. This is a good result and also reflects the development of a member of staff to a permanent Major Projects role. The processing of major applications is more challenging in the absence of a Local Plan and 5 year housing land supply but officers are managing the system.	Q4 2018/19
Quarter	Actual Performance (%)	Target (%)																												
Q3 2018	89.00%	75.00%																												
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Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update															
(ADC)CORP/DLV/42 Processing of minor planning applications within eight weeks – by quarter – cumulative year-end data	93.00%	87.00%	🟢	⬆️	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/DLV/42 Processing of minor planning applications within eight weeks - by quarter - cumulative year-end data</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1-2018</td><td>92.00%</td><td>87.00%</td></tr> <tr><td>Q2-2018</td><td>92.00%</td><td>87.00%</td></tr> <tr><td>Q3-2018</td><td>93.00%</td><td>87.00%</td></tr> <tr><td>Q4-2018</td><td>94.00%</td><td>87.00%</td></tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1-2018	92.00%	87.00%	Q2-2018	92.00%	87.00%	Q3-2018	93.00%	87.00%	Q4-2018	94.00%	87.00%	02-May-2019	This is high performance particularly with the general increase in applications over this year. The team has dealt with a significantly higher number of applications and queries over the year and has continued to main performance above target. It is clear that the development of apprentice /graduates is realising a net gain for the service.	Q4 2018/19
Quarter	Actual (%)	Target (%)																						
Q1-2018	92.00%	87.00%																						
Q2-2018	92.00%	87.00%																						
Q3-2018	93.00%	87.00%																						
Q4-2018	94.00%	87.00%																						
(ADC)CORP/DLV/43 Processing of other planning applications within eight weeks – by quarter – cumulative year-end data	96.00%	94.00%	🟢	⬆️	Aim to Maximise	<table border="1"> <caption>(ADC)CORP/DLV/43 Processing of other planning applications within eight weeks - by quarter - cumulative year-end data</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1-2018</td><td>96.00%</td><td>94.00%</td></tr> <tr><td>Q2-2018</td><td>96.00%</td><td>94.00%</td></tr> <tr><td>Q3-2018</td><td>99.00%</td><td>94.00%</td></tr> <tr><td>Q4-2018</td><td>96.00%</td><td>94.00%</td></tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1-2018	96.00%	94.00%	Q2-2018	96.00%	94.00%	Q3-2018	99.00%	94.00%	Q4-2018	96.00%	94.00%	02-May-2019	This is high performance particularly with the general increase in applications over this year. The team has dealt with a significantly higher number of applications and queries over the year and has continued	Q4 2018/19
Quarter	Actual (%)	Target (%)																						
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Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																																				
								to main performance above target. It is clear that the development of apprentice /graduates is realising a net gain for the service																																					
(ADC)CORP/DLV/50 Number of dilapidated commercial buildings where action is being taken to progress works	13	6	🟢	⬇️	Aim to Maximise	<p>(ADC)CORP/DLV/50 Number of dilapidated commercial buildings where action is being taken to progress works</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> <th>Benchmarking</th> </tr> </thead> <tbody> <tr> <td>Q1-2019</td> <td>3</td> <td>6</td> <td>3.5</td> </tr> <tr> <td>Q2-2019</td> <td>7</td> <td>6</td> <td>7</td> </tr> <tr> <td>Q3-2019</td> <td>10</td> <td>6</td> <td>10</td> </tr> <tr> <td>Q4-2019</td> <td>14</td> <td>6</td> <td>14</td> </tr> <tr> <td>Q1-2018</td> <td>3</td> <td>6</td> <td>3</td> </tr> <tr> <td>Q2-2018</td> <td>6</td> <td>6</td> <td>6</td> </tr> <tr> <td>Q3-2018</td> <td>12</td> <td>6</td> <td>12</td> </tr> <tr> <td>Q4-2018</td> <td>13</td> <td>6</td> <td>13</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Benchmarking	Q1-2019	3	6	3.5	Q2-2019	7	6	7	Q3-2019	10	6	10	Q4-2019	14	6	14	Q1-2018	3	6	3	Q2-2018	6	6	6	Q3-2018	12	6	12	Q4-2018	13	6	13	26-Apr-2019	13 Properties have had action to remove from the list and is still being monitored in DEP meetings. Once again above target.	Q4 2018/19
Quarter	Quarters	Target (Quarters)	Benchmarking																																										
Q1-2019	3	6	3.5																																										
Q2-2019	7	6	7																																										
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Q4-2018	13	6	13																																										

**Our People
(ADC) Valuing Our People**

Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																																				
(ADC)CORP/VOP/02 Average days' absence per FTE	10.80	9.50	🟠	⬆️	Aim to Minimise	<p>(ADC)CORP/VOP/02 Average days' absence per FTE</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> <th>Benchmarking</th> </tr> </thead> <tbody> <tr> <td>Q1-2019</td> <td>1.87</td> <td>9.50</td> <td>2.39</td> </tr> <tr> <td>Q2-2019</td> <td>4.31</td> <td>9.50</td> <td>4.5</td> </tr> <tr> <td>Q3-2019</td> <td>7.83</td> <td>9.50</td> <td>7.83</td> </tr> <tr> <td>Q4-2019</td> <td>10.80</td> <td>9.50</td> <td>10.80</td> </tr> <tr> <td>Q1-2018</td> <td>2.36</td> <td>9.50</td> <td>2.36</td> </tr> <tr> <td>Q2-2018</td> <td>5.46</td> <td>9.50</td> <td>5.46</td> </tr> <tr> <td>Q3-2018</td> <td>8.38</td> <td>9.50</td> <td>8.38</td> </tr> <tr> <td>Q4-2018</td> <td>10.80</td> <td>9.50</td> <td>10.80</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Benchmarking	Q1-2019	1.87	9.50	2.39	Q2-2019	4.31	9.50	4.5	Q3-2019	7.83	9.50	7.83	Q4-2019	10.80	9.50	10.80	Q1-2018	2.36	9.50	2.36	Q2-2018	5.46	9.50	5.46	Q3-2018	8.38	9.50	8.38	Q4-2018	10.80	9.50	10.80	03-May-2019	Outcome above target. There is a review of the manager's guidance along with additional training. Trialling Physio clinics at the Depot as well as	Q4 2018/19
Quarter	Quarters	Target (Quarters)	Benchmarking																																										
Q1-2019	1.87	9.50	2.39																																										
Q2-2019	4.31	9.50	4.5																																										
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Measure	YTD Actual	YTD Target	RAG Status	Trend	Desired Direction of Travel	Trend Chart	Latest Note Date	Latest Note & Date	Last Update																		
								analysing trends and hotspots. Regular meetings held with Managers and Directors to discuss absence within their teams and Service Areas.																			
(ADC)CORP/VOP/03 % of overall workforce which are Young People	6.2%	5.67%	🟢	⬆️	Aim to Maximise	<table border="1"> <caption>ADC(CORP) VOP (% of overall workforce which are Young)</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>2.2%</td> <td>2.2%</td> </tr> <tr> <td>2019/20</td> <td>5.5%</td> <td>5.5%</td> </tr> <tr> <td>2020/21</td> <td>5.67%</td> <td>5.67%</td> </tr> <tr> <td>2021/22</td> <td>5.8%</td> <td>5.8%</td> </tr> <tr> <td>2022/23</td> <td>6.2%</td> <td>6.2%</td> </tr> </tbody> </table>	Year	Actual (%)	Target (%)	2018/19	2.2%	2.2%	2019/20	5.5%	5.5%	2020/21	5.67%	5.67%	2021/22	5.8%	5.8%	2022/23	6.2%	6.2%	26-Apr-2019	The number of younger employees has increased, this covers the age range - 16 - 24.	2018/19
Year	Actual (%)	Target (%)																									
2018/19	2.2%	2.2%																									
2019/20	5.5%	5.5%																									
2020/21	5.67%	5.67%																									
2021/22	5.8%	5.8%																									
2022/23	6.2%	6.2%																									

Report To:	OVERVIEW AND SCRUTINY COMMITTEE	Date:	18 JULY 2019
Heading:	SCRUTINY REVIEW: IMPACT OF UNIVERSAL CREDIT		
Portfolio Holder:	NOT APPLICABLE		
Ward/s:	ALL		
Key Decision:	NO		
Subject to Call-In:	NO		

Purpose of Report

The purpose of this report is to provide an introduction to the impact of Universal Credit to tenants and claimants in Ashfield and Ashfield District Council. This report will provide the Overview and Scrutiny Committee with:

- Objectives and methodology of the review
- An introduction to the Welfare Reform Act 2012 and the changes it brought to the benefits system
- The aims of Universal Credit
- The introduction of Universal Credit in Ashfield
- How Ashfield District Council has prepared for and responded to the introduction of Universal Credit and wider welfare reforms

Recommendation(s)

Overview and Scrutiny Committee Members are recommended to:

- a. Note the information contained in this report
- b. Discuss and approve the Terms of Reference attached as Appendix A
- c. Consider any further information required to inform the review process
- d. Approve a date for an informal working group to progress the review

Reasons for Recommendation(s)

Impact of Universal Credit was approved as a topic for review to the Scrutiny Workplan 2019/20 in June 2019.

Alternative Options Considered

No alternative options have been considered at this stage of the review.

Detailed Information

Scrutiny Review: Impact of Universal Credit

The impact of Universal Credit in Ashfield was added to the Scrutiny Workplan 2019/20 by the Overview and Scrutiny Committee. In reviewing the impact of Universal Credit, Members of the Committee were looking to explore and gain a greater understanding of the following:

- Welfare Reform
- How Ashfield District Council has planned for Welfare Reform
- The impact the introduction of Universal Credit has had on tenants and claimants, including the most vulnerable
- Mitigation steps the Council is taking in regards to the impact Universal Credit
- Any impact the introduction of Universal Credit has had on Council finances

When discussing approving the impact of Universal Credit to the Workplan, Overview and Scrutiny Committee Members stressed how recent welfare reforms, and more specifically the introduction of Universal Credit, has caused significant community concern in Ashfield. Committee Members, through this review, have a particular interest in assessing this concern and how the Council and its partners are offering support to impacted claimants.

To assist the Committee with its consideration of this topic, the Council's Service Manager – Housing Management and Tenancy Services, will be in attendance.

Welfare Reform Act 2012

The Welfare Reform Act 2012 introduced a new Universal Credit to replace most existing benefits, while limiting the total amount of benefit a person can claim. The Act also introduced an overall household benefit cap and new size criteria in the social rented sector. The welfare reforms included in the Act impact on the way tenants receive benefit, with an overarching drive to reduce the number of non-working households and cut welfare expenditure.

The fundamental changes to the welfare system introduced through the Welfare Reform Act 2012 include:

- 'Under Occupation Charge' or 'Bedroom Tax' – reduced housing benefit for under occupation
- An overall benefit cap on the total benefits a household can receive
- Universal Credit – introduction of a single working age benefit into a single monthly payment direct to claimant

Aims of Universal Credit

Introduction

Universal credit is a non-taxable new benefit, payable to people who are of working age, administered by the Department for Work and Pensions.

Universal Credit condensed six existing benefits:

- Income support
- Jobseeker's allowance
- Employment and support allowance
- Working tax credit
- Child tax credit
- Housing benefit

Universal Credit was introduced with the aim of simplifying the benefits system and ensuring people are better off in work, as a benefit to cover basic living expenses. Similar to a wage, Universal Credit is paid directly into a claimant's bank account as a single monthly payment, in arrears. This also includes any housing costs (for payment of rent), meaning universal credit recipients are responsible for paying rent to their landlord.

The basic requirements to claim Universal Credit are:

- Be 18 or over
- Be under State Pension age
- Be unemployed, have a low income and capital of £16,000 or less
- Have a right to reside in the United Kingdom
- Not be in education
- Accept a Claimant Commitment

The introduction of Universal Credit has and continues to require significant cultural and behavioural changes from claimants.

Claimant Commitment

Claimants of Universal Credit are required to accept a Claimant Commitment. A Claimant Commitment sets out an agreement and what the claimant has agreed to do to prepare for and look for work, or, to increase earnings if already in work. A Claimant Commitment is based on the personal circumstances of each claimant, and is reviewed and updated on an ongoing basis. To keep receiving Universal Credit, claimants must accept any updates to their Claimant Commitment.

Age and Universal Credit Eligibility

A claimants age, and their partners age, can affect benefit and tax credit entitlement.

Working age describes anyone who is below the current State Pension age of 65.

Universal Credit is for working age claimants only. Claimants over pension credit age are not eligible. If a claimant is in a couple, benefit eligibility is decided by the youngest claimant in the couple. If one partner is working age and the other is of pension credit qualifying age, the couple will be eligible for Universal Credit.

Universal Credit in Ashfield

Introduction of Universal Credit in Ashfield

A Universal Credit 'live service' was introduced in Ashfield (with the exception of Hucknall) in June 2015. The 'live service' applied to new claims from single people, who would otherwise have been eligible for Jobseeker's allowance.

In December 2016, the Department of Work and Pensions confirmed plans for the roll out of the Universal Credit 'full service'. The 'full service' covers all claimants and applied to new working age claimants only. Various dates were planned to implement the roll out but these were delayed.

Full service came into effect on the following dates:-

- Rurals – 13 June 2018
- Hucknall – 17 October 2018
- Sutton and Kirkby – 21 November 2018

In line with the dates above, all new working age claimants in Ashfield were required to claim Universal Credit in place of Housing Benefit. Ashfield District Council would no longer take on new Housing Benefit claims from most working age claimants. Ashfield District Council still process new claims from some working age claimants, including complex Housing Benefit claims.

Full migration to Universal Credit for all working age claimants (Starting with Employment Support Allowance) is anticipated subject to a pilot in Harrogate. This will increase the number of Universal Credit claimants dramatically.

Ashfield District Council Planning for Universal Credit

In preparation for the introduction of Universal Credit and the overarching welfare reform, Ashfield District Council produced an internal Welfare Reform Strategy including:

- A summary of welfare reform legislative changes
- The anticipated impacts of welfare reform
- How Ashfield District Council will mitigate these impacts
- Financial inclusion
- A welfare reform action plan
- A welfare reform risk register

The Welfare Reform Strategy sets out Ashfield District Council's strategic objectives in response to the Welfare Reform Act 2012, with an emphasis on the introduction of Universal Credit in Ashfield.

The key priorities of Ashfield District Council identified in the Welfare Reform Strategy are:

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

Ashfield District Council Universal Credit Support

Although Ashfield District Council has no direct involvement in Universal Credit assessments, payments, enquiries and appeals, many different steps have been taken to mitigate the impact of welfare reforms to both the Council and tenants.

A specialist Welfare Reform Officer was introduced to support tenants affected by Bedroom Tax, Benefit Cap, and Universal Credit with an additional 2 year fixed term post from January 2019. A Welfare Reform Apprentice has also been introduced to support the Welfare Reform Officers in their roles.

Policies and procedures, such as the Rent and Arrears Recovery Procedures and Lettings Policy, have been reviewed in light of the welfare reform changes, ensuring they are up to date, relevant, and support tenants where possible.

Good working relationships have been established with key partners such as the Department for Work and Pensions and the Citizens Advice Bureau with a focus on early intervention as a key component in helping people affected by welfare reform.

The Council's Tenancy Sustainment Officers provide a pre-tenancy service to new tenants, ensuring they are supported prior to and when moving into their new home.

The Council has undertaken the following in relation to welfare reform:

- Held welfare reform roadshows across the District
- Provided budgeting support and money management advice for residents
- Held financial capability sessions for tenants
- Organised 'getting on line' sessions for tenants
- Held fuel poverty roadshows
- Presented information to Community Groups and involved tenants in the District

The Council continues to work with tenants to minimise arrears and provide ongoing support where possible.

Impact of Universal Credit on Local Authorities

Recent welfare reforms have seen the biggest change to the benefits system in decades, presenting local authorities with many potential different challenges to face:

- Reduction in rental income
- Increase in arrears and bad debt
- More intensive support for tenants and intensive case management
- Increased staffing costs

Impact of Universal Credit on Claimants

The significant changes to the benefits system introduced through recent welfare reforms is potentially have a significant impact on benefit claimants as follows:

- Rent arrears/increased rent arrears
- Increased debt
- Reliance on food banks and charity organisations

- Financial hardship
- Difficulties in managing finances/budgeting
- Fuel poverty
- Longer wait times for benefit payment

Next Steps of the Review

- Consider liaison with other key partners regarding Universal Credit, such as the Department for Work and Pensions and the Citizens Advice Bureau
- Gather evidence from ADC Finance to gain a further understanding of the potential impacts Universal Credit has had on Council finances thus far
- Consider the future implications of Universal Credit for claimants and the Council
- Assess current and future support needs for claimants

Implications

Corporate Plan:

This review is focused on the following Corporate Plan Priorities:

- Community and Customer Focused, Putting People First
- Collaborative
- Commitment to Residents

Legal:

Any legal implications relating to the impact of Universal Credit will be considered as part of the scrutiny review process.

Finance:

Financial implications relating to the introduction of Universal Credit will be considered as part of the scrutiny review process, in collaboration with Finance.

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
None at this stage of the review.	None at this stage of the review.

Human Resources:

None at this stage of the review.

Equalities:

Any equalities implications will be considered through the scrutiny review process.

Other Implications:

None.

Reason(s) for Urgency

None.

Reason(s) for Exemption

None.

Background Papers

None.

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SCRUTINY REVIEW TOPIC TERMS OF REFERENCE

REVIEW TOPIC

Scrutiny Review: Impact of Universal Credit

RATIONALE FOR REVIEW

The impact of Universal Credit in Ashfield was added to the Scrutiny Workplan 2019/20 by the Overview and Scrutiny Committee.

When discussing approving the impact of Universal Credit (UC) to the Workplan, Members stressed how recent welfare reforms, and more specifically the introduction of UC, has caused significant community concern in Ashfield. Committee Members, through this review, have a particular interest in assessing this concern and how the Council and its partners are offering support to impacted claimants.

PURPOSE OF REVIEW/OBJECTIVES

In reviewing the impact of Universal Credit, Members of the Committee were looking to explore and gain a greater understanding of the following:

- Welfare Reform
- How Ashfield District Council has planned for Welfare Reform
- The impact the introduction of Universal Credit has had on tenants and claimants, including the most vulnerable
- Mitigation steps the Council is taking
- Any impact the introduction of UC has had on Council finances

INDICATORS OF SUCCESS

Initial indicators of success for this review will be:

- Committee Members gaining a greater understanding of:
 - Recent welfare reforms
 - ADC preparation, mitigation, and future planning for welfare reforms
 - Objectives and impact of Universal Credit (UC)
- Ensuring the partnerships supporting UC are effective

REVIEW METHODOLOGY

Methodology for this review will be:

- Gaining an understanding of welfare reforms, ADC preparation and mitigation
- Understanding the impact of UC thus far, future anticipated impact
- Interviewing key witnesses from the Council, DWP, Citizens Advice Bureau

KEY WITNESSES

Committee Members have indicated the following may have useful key witnesses:

- Housing
- Finance
- Revenues and Customer Services
- Department for Work and Pensions
- Citizens Advice Bureau

SPECIFIC EVIDENCE AND INFORMATION REQUIRED

Specific evidence and information required for this review includes:

- Information on welfare reforms, objectives of UC, introduction of UC in Ashfield
- Steps ADC has taken in preparation and response to welfare reforms, specifically UC
- Impact the introduction of UC has had on the Council
- Social impact of the introduction of UC

Report To:	OVERVIEW AND SCRUTINY COMMITTEE	Date:	19 JULY 2019
Heading:	SCRUTINY WORKPLAN 2019/20		
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. Each year, the Workplan is reviewed and refreshed with new topics for review. This report aims to focus Members on reviewing potential topic suggestions and progress against those already approved.

The Scrutiny Workplan is a live document and consultation on potential topics will be continued throughout the year with Service Directors, Third Tier Officers, and Members. Community engagement will also form part of the ongoing consultation process. All suggestions received will be discussed by the Overview and Scrutiny Committee with the Scrutiny Workplan as a standing item.

When approving topics for the Scrutiny Workplan, Committee Members are asked to consider the criteria within the scrutiny review terms of reference. The Scrutiny Workplan needs to be sound, informed, and flexible with topics that will add value to community wellbeing and the work carried out by the Council and its partners.

Recommendation(s)

Overview and Scrutiny Committee Members are recommended to:

- Note the items currently agreed on the Scrutiny Workplan 2019/20
- Discuss approve any appropriate topics to the Scrutiny Workplan 2019/20
- Delegate topics from the Scrutiny Workplan 2019/20 for review
- Receive an update on the progress of review topics on the Scrutiny Workplan 2019/20

Reasons for Recommendation(s)

The Scrutiny Workplan is a standing item on the Overview and Scrutiny Committee Agenda. At each meeting of the Committee, progress on the Workplan is discussed and new topics are considered for approval.

Alternative Options Considered

No alternative options have been considered. Agreeing the Scrutiny Workplan is part of the Overview and Scrutiny Rules of Procedure outlined within Ashfield District Council's Constitution.

Detailed Information

Topics Approved for the Scrutiny Workplan 2019/20

The Scrutiny Workplan was approved at a meeting of the Overview and Scrutiny Committee held on the 6 June 2019. The table below details those topics approved, progress and which Panel will be reviewing the subject.

Topic	Panel	Overview and Progress
War Memorials	Scrutiny Panel B	<p>To review war memorials within the district in preparation for Remembrance Day and review the following;</p> <ul style="list-style-type: none">• Resident involvement• War memorial cleaning and preservation• A comprehensive protocol for war memorials in Ashfield• Events surrounding war memorials• Future planning <p>The following interim recommendations are being considered by Cabinet on the 15 July 2019;</p> <ol style="list-style-type: none">a. To ensure the four priority war memorials identified in this report are professionally cleaned and restored in readiness for remembrance events in November 2019.b. To continue with the submission of a grant application to the War Memorials Trust, to secure funding for the professional cleaning and restoration work required.c. In conjunction with recommendation B, to immediately identify sufficient Council funding for the professional cleaning and restoration work required, should the grant application to the War Memorials Trust prove unsuccessful.d. To develop a communications plan 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.

Impact of Universal Credit	Overview and Scrutiny Committee	<p>In reviewing the impact of Universal Credit, Members of the Committee are looking to review and gain a greater understanding of the following:</p> <ul style="list-style-type: none"> • Welfare Reform • How Ashfield District Council has planned for Welfare Reform • The impact the introduction of Universal Credit has had on tenants and claimants, including the most vulnerable • Mitigation steps the Council is taking in regards to the impact Universal Credit • Any impact the introduction of Universal Credit has had on Council finances <p>The first meeting to consider this topic is being held on the 18 July 2019.</p>
Community Engagement	Scrutiny Panel A	<p>To consider community engagement and review how the Council could improve both engagement activities and access to engagement, additionally the current methods used, impact of engagement and consideration of enhancing its effectiveness.</p> <p>The first meeting to consider this topic was held on 4 July.</p>
Commercialisation and Income Generation	Scrutiny Panel A	<p>Income generation for the Council has increased in importance over the last few years due to ongoing Central Government cuts and loss of funding.</p> <p>The Council's recent investments have been predominantly in property but additional ways of generating income could be considered in the longer term.</p>
Wildlife Protection	Overview and Scrutiny Committee	<p>To consider how the Council could better work with charities and partner organisations to protect and preserve the wildlife within Ashfield.</p>
Local Bus Provision for the Elderly	TBC	<p>To consider the ongoing reduction of bus provision within the District, specifically for more elderly residents. Coupled with the recent Government led initiative to endeavour to prevent loneliness and isolation in elderly persons, it would be a timely topic to review from an Ashfield perspective.</p>

Community Safety Partnership Priorities	Overview and Scrutiny Committee	This topic was added to the Workplan to be considered as part of the annual Overview and Scrutiny Committee: Crime and Disorder meeting.
Homelessness	TBC	A recent decision has been taken by the Council to bring the Homelessness service back in house from the current shared service provision. It was agreed that some time should be given for the re-integration of the service. The topic will therefore be held in reserve until early 2020.

What is the Scrutiny Workplan?

Scrutiny in Ashfield follows a work programme approved annually by the Overview and Scrutiny Committee. The work programme is a rolling plan of in-depth reviews, undertaken by the Overview and Scrutiny Committee and Scrutiny Panels A and B. Alongside topic reviews, standing items are considered by the Overview and Scrutiny Committee.

These standing items are:

- Crime and Disorder
- Performance
- Budget
- Scrutiny Workplan

The Scrutiny Workplan outlines areas of work to be scrutinised over the next year by the Overview and Scrutiny Committee and the Scrutiny Panels. Any topics added to the Scrutiny Workplan should have anticipated outcomes that will add value to services delivered by the Council and its partners, and improve quality of life in Ashfield.

In recognising that there is a need for flexibility within the Scrutiny Workplan, it is suggested that the number of items initially placed on the Workplan should be limited to no more than 8 topics.

Sources of Workplan Topics

There are many sources where topics for scrutiny review can be identified, including:

- Issues of community concern
- Service delivery concerns
- Review, audit, and inspection outcomes
- Issues relating to Council outcomes, objectives, and priorities
- Partnership objectives
- The Forward Plan
- Performance
- Budget
- Improvement plans

Selecting a Workplan Topic

Scrutiny Workplan topic selection should be stringent, and Committee Members should use effective processes to select topics that will contribute towards the best and most effective Workplan. This means having clear terms of reference in mind and considering many different sources of information to help inform the Workplan.

This involves approving topics:

- Of community concern
- That contribute to the Council's Corporate Priorities
- With defined objectives and clear outcomes
- That adds value to the Council's overall performance
- That has potential impact for more than one section of the District's population
- With adequate resources available to carry out a review
- That has not been reviewed recently

A common pitfall for Overview and Scrutiny can be the inclusion of topics on the Workplan that are unsuitable for review due to different factors.

It is advised that Overview and Scrutiny Members avoid topics that are:

- Unmanageable
- Purely for informational purposes
- Have limited anticipated outcomes
- Fail to add value to service delivery
- Fail to improve community wellbeing and quality of life

Scrutiny has limited time and resources meaning the Workplan has to be manageable. It is impossible to include every topic suggested throughout Workplan consultation. Effective and successful scrutiny is about reviewing a beneficial topic that the Committee or Panel can add value to.

The selection and prioritisation of topics is critical to the effectiveness of the Council's scrutiny function. A clear topic selection process ensures in-depth and effective reviews, resulting in impactful recommendations and improvements.

Implications

Corporate Plan:

The Scrutiny Workplan should include issues based on performance, priority objectives, and community concerns - many of which contribute to the Council's corporate priorities, vision, and outcomes contained within the Corporate Plan, such as:

- Health and wellbeing
- Economic regeneration
- Place and communities
- Organisational improvements
- Housing

Legal:

Consultation with Members on items for the Scrutiny Workplan is in accordance with the procedure rules set out within the Council's Constitution.

Finance:

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 Scrutiny Workplan, there is a risk that items added may not be beneficial, and can fall outside of Scrutiny's remit and become unmanageable.	The Scrutiny Workplan is a standing item on the Overview and Scrutiny Committee Agenda, ensuring Members have the opportunity to monitor the Workplan and any reviews carried out as a result of being approved for the Workplan.

Human Resources:

There are no immediate HR implications identified within this report. Any HR implications discovered as part of a scrutiny review will be adequately considered and addressed as part of the scrutiny review process.

Equalities:

There are no immediate equality implications identified within this report. Any equality implications discovered as part of a scrutiny review will be adequately considered and addressed as part of the scrutiny review process.

Other Implications:

None.

Reason(s) for Urgency

None.

Reason(s) for Exemption

None.

Background Papers

None

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