

ASHFIELD DISTRICT COUNCIL



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

Agenda

Overview and Scrutiny Committee

Date: **Thursday, 20th February, 2020**

Time: **7.00 pm**

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

For any further information please contact:

Lynn Cain

l.cain@ashfield.gov.uk

01623 457317

OVERVIEW AND SCRUTINY COMMITTEE

Membership

Chairman: Councillor Sarah Madigan
Vice-Chairman: Councillor Andrew Harding

Councillors:
Jim Blagden Ciaran Brown
Andy Meakin Phil Rostance
Caroline Wilkinson

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.



Carol Cooper-Smith
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 Committee held on 16 January 2020.** 5 - 10
4. **Budget Update.**

The Corporate Finance Manager (and S151 Officer) will provide a presentation to the committee.
5. **Corporate Scorecard Performance - April to September 2019 Update.** 11 - 52
6. **Scrutiny Workplan 2019/20.** 53 - 62

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OVERVIEW AND SCRUTINY COMMITTEE

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

on Thursday, 16th January, 2020 at 7.00 pm

Present: Councillor Andrew Harding in the Chair;

Councillors Jim Blagden, Ciaran Brown,
Andy Meakin and Phil Rostance.

Apology for Absence: Councillor Sarah Madigan.

Officers Present: Lynn Cain, Mike Joy, Nicky Moss and Shane Wright.

In Attendance: Councillor John Wilmott.

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

No declarations of interest were made.

OS.16 Minutes

RESOLVED

that the minutes of the meeting of the Committee held on 25th September, 2019, be received and approved as a correct record.

OS.17 Scrutiny Review: Impact of Universal Credit

The Scrutiny Research Officer introduced the report and reminded Committee that the review had commenced in June 2019 with an initial objective of gaining an understanding of the impact of the rollout of Universal Credit from both the Council and claimants' perspective.

Members endeavoured to understand the requirements of the Welfare Reform Act 2012 including how the new Universal Credit regime would replace the existing system. The fundamental changes were understood to enable the benefits system to be simplified with an overarching drive to reduce non-working households and cut welfare expenditure.

Members also considered how Universal Credit had affected Ashfield claimants following its phased introduction from June to November 2018. The Council had been proactive in preparing for the changes and a Welfare Reform Board was established to enable officers to develop an action plan for managing the introduction of Universal Credit in Ashfield.

The Housing Management & Tenancy Team established a working relationship with the Department of Work and Pensions Team (DWP) to enable information to be shared and staff were trained to offer money management advice and support to new claimants during their transition. A couple of roadshows were held which focussed on fuel and food poverty and again offered money management advice to visitors as necessary.

Committee Members acknowledged that the Council's Housing Management & Tenancy Team had undertaken extensive preparation work in readiness for the introduction of Universal Credit and had continued to explore new and innovative ways to offer ongoing assistance to new claimants. Members took the opportunity to commend officers for their hard work and ongoing commitment to the process.

An informal working group meeting had been held and this offered the opportunity for Members and officers to meet with a DWP representative and discuss their working relationship and the payment and support mechanisms currently in place including managed and advance payments and third party deductions.

The key review findings had emerged as follows:-

- financial issues for claimants during the first payment waiting period;
- minimal statutory support available to assist claimants with the transition process;
- communication gaps for Councillors regarding their knowledge and understanding of Universal Credit;
- the escalating financial impact to Ashfield District Council in relation to rent arrears;
- social impact and hardships being experienced by claimants undertaking the transition process.

To inform Members further, the Service Manager for Scrutiny and Democratic Services circulated a list of testimonials to the Committee outlining real life experiences from claimants transitioning onto the Universal Credit regime.

The document evidenced that many different issues were being experienced by claimants and the Housing Team were always endeavouring to resolve them to ensure the transition process for the Council's residents was as unproblematic as possible.

The Service Manager for Housing Management & Tenancy Services advised Members that current data revealed that there were currently 996 Universal Credit claimants at Ashfield with 472 now showing arrears. The Universal Credit element of rent arrears for the Authority stood at around £192,000. The figure had been higher but some excellent work undertaken by the Rent Arrears Team had brought the amount down from £270,000 at its peak.

Members acknowledged the current Housing Management & Tenancy Team staff structure and accepted that although the establishment costs were currently low, some of the temporary employee contracts would be terminating in 2020 and would need to be replaced with appropriate officers at that time.

Having acknowledged the myriad of problems often being experienced by vulnerable people needing support from Universal Credit, Members discussed the following:-

- difficulties managing money on a monthly basis;
- spending benefit money on drugs or other addictions rather than rent;
- experiencing food or fuel poverty and not being able to care for children or vulnerable relatives;
- the success of the Housing Sustainability Unit in supporting vulnerable tenants to maintain their tenancies in the longer term;
- the use of loan sharks by claimants to supplement income;
- access to small funding streams to enable staff to source white goods/beds/kitchen utensils etc. and collect food parcels to assist vulnerable families with furnishing and running their homes;
- the Council ongoing need to be vigilant to safeguarding issues from tenants.

It was anticipated following recent profiling and extrapolation of Benefits data, that the Council could potentially be supporting the migration of up to 3,500 applicants in the near future. Staff would need to be prepared to deal with this level of new applications and having asked the question, the Service Manager for Housing Management & Tenancy Services advised that future administration of the service could be enhanced with the introduction of a 'Dialler' telephony system and a 'RentSense' software package. These systems would assist greatly with contacting claimants and anticipating rent arrears at an earlier stage.

Having discussed all the elements of the review in detail, the Service Manager for Scrutiny and Democratic Services summarised the findings and outlined some suggested recommendations for submission to Cabinet in February 2020. Members concurred with the content of the recommendations and made some further suggestions as appropriate.

All present at the meeting took the opportunity to thank the Service Manager for Housing Management & Tenancy Services for attending the meetings and contributing towards the review.

RESOLVED that

a) the following recommendations be submitted to the next available meeting of the Cabinet for consideration:-

1. Cabinet should note the hardship being experienced by Ashfield residents, and the current and anticipated financial impact to the Council, as a result of the introduction of Universal Credit welfare scheme;
2. A mandatory seminar be organised for all Councillors to equip them with the necessary knowledge and skills to support residents raising issues concerning Universal Credit;
3. A letter be sent to local MPs, and the relevant ministerial department, outlining the difficulties claimants in Ashfield have experienced following the introduction of Universal Credit;

4. Joint working with partners such as the Department of Work and Pensions and the Citizens Advice Bureau be enhanced to ensure important information is efficiently shared;
 5. The Housing Management and Tenancy Services Team be recognised and commended for the extensive work undertaken in supporting Universal Credit claimants and responding to welfare reforms;
 6. The Housing Revenue Account 30 Year Business Plan be reviewed, taking into consideration the impact the introduction of Universal Credit will have on Council services;
 7. The Welfare Reform Reserve Fund be reviewed to ensure sufficient funding remains available to support claimants and maintain adequate staffing levels;
 8. All publically displayed information regarding Universal Credit and wider welfare reforms be reviewed to ensure maximum visibility and relevancy;
 9. Consideration be given to software and hardware requirements that could assist in improving the Council's efficiency and effectiveness in managing Universal Credit cases and supporting claimants;
- b) the Scrutiny Research Officer be requested to circulate the draft Cabinet report to Overview and Scrutiny Committee Members for information prior to consideration at the meeting.

OS.18 Scrutiny Workplan 2019/20

The Scrutiny Research Officer presented an update in relation to Workplan as follows:-

Universal Credit Review

As per the previous agenda item, the review had now been complete with a robust set of recommendations being presented to Cabinet in February 2020.

Wildlife Protection Review

The review was due to be progressed further at the next Overview and Scrutiny Committee meeting scheduled for February 2020.

Crime and Disorder Meeting

The annual Crime and Disorder Overview and Scrutiny Committee meeting was due to take place in March 2020 and would be considering the Community Safety Team's partnership priorities.

Scrutiny Panel A

The Panel were due to commence a review into local bus provision and its impact on isolated groups and vulnerable people, at its next meeting.

Commercialisation Review

Members were requested to remove the Commercialisation and Income Generation Item from the Workplan as the initiative was currently being monitored by the Council's Audit Committee and any further consideration by Members would result in an unnecessary duplication of work.

Scrutiny Panel B

The Panel had commenced the 'Town Centre Regeneration' review and early discussions had been encouraging with agreement to include a Scrutiny Member on the Discover Ashfield Board. The review would now remain on hold for a short time whilst the Panel commenced the 'Community Protection Officer Service' review at its next meeting.

RESOLVED

that the update regarding the work of the Scrutiny Panels and Committee and progress against the Scrutiny Workplan, be received and noted.

The meeting closed at 8.10 pm

Chairman.

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Report To:	OVERVIEW and SCRUTINY	Date:	20th FEBRUARY, 2020
Heading:	CORPORATE SCORECARD PERFORMANCE –APRIL TO SEPTEMBER 2019 UPDATE		
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 Quarter 2, April to September 2019 update for the new corporate performance scorecard which has recently been refreshed to align with the new Corporate Plan and corporate priorities.

Recommendation(s)

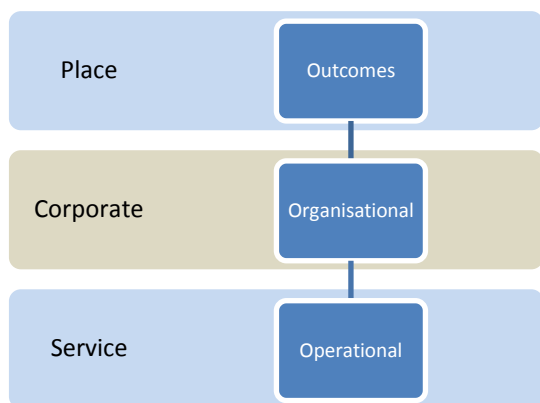
For Overview and Scrutiny to consider and proactively review the levels of performance achieved against the Corporate Scorecard, as at Quarter 2 2019/20.

Reasons for Recommendation(s)

The Corporate Plan sets out our priorities for the future and the key projects and initiatives we intend to deliver, which are then translated and cascaded, through our Performance and Strategic Planning Framework, into specific Service Plans to facilitate focussed delivery.

The corporate plan sits above a wider strategic context which includes the Corporate Project Management Framework, Corporate Performance Indicators and a range of strategic documents relating to the organisation and its services.

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



Our Corporate Scorecard measures organisational performance, and as such typical perspectives of a balanced scorecard have been adopted including Community and Customer, Funding the Future, Organisational Effectiveness and Our People. The current Corporate Scorecard is aligned to our new Corporate Priorities and key initiatives identified in the new Corporate Plan 2019-2023.

Every three to four years we undertake a Place Customer Satisfaction Survey in order to understand satisfaction with council service delivery, informing measures within our Corporate Scorecard, and also perception of Ashfield as a place, informing measures within our Place Scorecard. Our approach to understanding resident perception is currently being reviewed, utilising supported methodologies which can be accessed through our existing membership with Institute of Customer Services, aligned with recently commissioned support from the Citizens Online organisation.

Every four years we also undertake a Peer Challenge Review, engaging peers from across the sector through the Local Government Association sector led improvement offer, with an independent evaluation of the organisation which is mostly focussed on leadership, governance, corporate capacity and financial resilience. Our next Peer Challenge Review is scheduled for 29th to 31st January, 2020.

We are a Values based organisation whose purpose is to create a future where everyone has the chance of a better quality of life, as such we are currently developing our approach to measuring and understanding social value which will be incorporated into our Performance Management and Project Management framework. A Social Value policy has recently been developed and will be presented to Cabinet in the near future along with a social value scorecard which will encompass themes, outcomes and measures.

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.

This is the first report detailing progress against delivery of the new Corporate Plan as measured through our Corporate Scorecard.

Overall, the corporate scorecard position for April 2019 to September 2019 indicates the following:-

- 84% of measures achieving or exceeding target, or within 10% variance of target.

- 75% 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 first six months of the plan are:-

Health and Happiness Priority

- The Leisure Transformation Project is progressing well. We are working in partnership with Sport England and the LEP for financial support for the Council's new state of the art £15m Leisure Centre in Kirkby.
- A successful events calendar has been delivered during the year. Highlights include new Christmas lights and tree displays in the 3 Town Centres. The events were supported by local sponsorship, other key events included the cinema screening across the district which attracted hundreds of people to parks and town centres. Feedback from the public was very positive.
- Community Engagement
 - 180 volunteers registered, with 19 new inducted during this period
 - 214 organisations regularly receiving community engagement information
- Health and Wellbeing
 - Active Ashfield has evolved to become the Ashfield Health and Wellbeing Partnership. The partnership is aligned to Mid Notts. Integrated Care Partnership and Nottinghamshire Public Health. Three priority places have been identified and work has begun to create place teams in each area to address health inequalities.
 - The Bronze Armed Forces Covenant was achieved.
- Strategic Leisure
 - Strategic Outcomes Framework completed, which has enabled us to apply to Sport England for up to £2million for the new leisure facility in Kirkby.
- Targeted Health Activities
 - £25,000 secured from Sport England for Sutton Food Environment and Coxmoor Physical Insight work.
 - Feel Good Families launched with 365 families (including 724 children) signing up and taking part in Disney themed trails.
 - 608 people (157 this period) now trained as Dementia Friends
 - 1,695 young people have accessed free leisure centre activities
 - Seven care leavers accessed free memberships at Leisure Centres (launched July 2019)

Homes and Housing Priority

- Only 0.18% of council housing stock is non-decent, comprising of only twelve properties in total of which one is awaiting a decision on disposal, and two are currently void awaiting conversion when the adjacent bedsits become available.
- More households are being prevented from becoming homeless than we expected but the figure is below that achieved in 2018/19. A key issue has been last minute referrals from partner agencies and households themselves, something the team are working on.
- Void relets performance continues to improve and the number of days to repair and re-let a vacant council property is now at an all-time low. Effective management and a lower number of empty homes are key reasons for this.
- We have consistently supported 100% of our tenants to remain in their tenancy for 6 months or more following completion of their support package, through the hard work of the Tenancy Sustainment Officers, both by carrying out pre-tenancy work and by providing comprehensive support during the first few months of their tenancy to vulnerable tenants. This includes proactive partnership working with other external agencies and charities etc.

Economic Growth and Place Priority

- In October 2019, the Council led its annual State of Ashfield Debate with a focus on Place and Regeneration. Live-streamed, the Debate involved presentations from the Council, the LEP and East Midlands Councils on challenges and opportunities for Ashfield including HS2 proposals, legacy of austerity impacts, need to focus on addressing local skills shortages and working with partners.
- The Discover Ashfield brand continued to be promoted, with good support from partners. The Ambassadors scheme was developed and over 60 Ambassadors have signed up.
- A new Christmas lighting contract was procured and we have received very positive feedback from residents and businesses.
- The Kirkby Masterplan was reviewed and a new plan is due for completion in February/ March.
- Kirkby and Sutton were included in the Government's Town Deal funding and will receive up to £25m each of investment for Urban Regeneration, Skills and Enterprise and Digital and Transport Connectivity. The Discover Ashfield Board agreed to act as the Towns Deal board to oversee the funding. The bid for Future High Streets Funding was approved for a full business case application. C.£474k revenue funding has been received from both funds for feasibility work.
- Electric vehicle charging points were installed in public car parks in the three town centres
- Occupancy of Idlewells Indoor Market reached 95% and footfall has increased significantly.
- The HLF funded project for Kings Mill Reservoir progressed with works starting on site for the visitor centre, viaduct restoration and dredging works. A ranger was appointed to facilitate community engagement
- Planning applications continue to be processed well above nationally prescribed standard targets, with all major applications being processed within 13 weeks.
- 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. So far this financial year there have been 18 actions taken which include engagement with owners, determination of planning applications and progressing enforcement actions including enforced sales. Work on 3 properties has been completed to our satisfaction and await closure subject to agreement. 2 new derelict properties are proposed for inclusion on the Dilapidated Buildings list.

Cleaner and Greener Priority

- Number of resident generated reports of dog fouling have reduced by 35% in the last year, nearly half of the level two years ago. Over the last 2 years we have engaged in dog fouling campaigns including installation of a scoreboard, new signage and provision of 25 free dog bag dispensers.
- Resident generated service requests for litter, and fly tipping have shown overall decreases since the same time period with a 3% reduction in litter demands and 19% reduction in fly tipping. The Council has led on development of a collaboration of agencies and partners, branded as the Cleaner Nottinghamshire Group the first county wide 'Not in Notts' campaign was launched in this quarter and demonstrated an instant reduction in fly tipping by 10% in the two weeks that followed.
- Recycling levels remain stable with an increase 1.38% in this quarter; this follows a 7% reduction in residual waste generated, and indications are that the year-end position will

remain stable. The Council will be reviewing the outcomes of the Government's waste strategy consultation to fully understand the impact on the service.

- An increase in garden waste subscribers by 7% has taken subscription levels to nearly 21,000 which has generated £620k income and supported the increased recycling rate.
- A new Environment Quality Performance Framework, developed to monitor street cleanliness against a national criteria has been implemented and assessments have taken place across the district. Assessments taken place in this quarter demonstrate an average grade of B; demonstrating the areas assessed were predominantly free from litter and detritus. Aspirations to improve town centres and other high profile zones to achieve an A standard are driving the development of continuous improvements in front line services.

Safer and Stronger Priority

- 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.
- **CCTV Partnership** - The CCTV Shared Service Agreement has been signed. Temporary CCTV hotspot locations have been identified and associated action plan has been developed.
- **Closure order Carsic** - A closure order was issued on a Sutton property following ongoing reports of criminality and anti-social behaviour including violence, drug activity and resident intimidation. The Closure Order prevented tenants and visitors from entering the property for a period of three months. Anyone entering the address during that time without reasonable excuse is committing an offence.
- **Flood Rescue** - Following the heavy rain in November, three Council Community Protection Officers rescued two residents trapped in their cars on Mill Lane. The two cars were submerged up to their windows. Officers acted quickly to rescue the two residents and a baby from the flood water.

Innovate and Improve Priority

- We have successfully acquired £36m of commercial investment property to date, delivering much needed annual (gross) income of £2.3m to support the 2019/20 budget and MTFS.
- 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 through the implementation of a new payment solution with wider and easier digital payment choices to suit the customer.

Our new online payment 'e-store' was launched in January 2019. The e-store offers customers the choice of online payment for over 50 of the Council's paid for services. We have realised a 7% reduction in paypoint and post office payments over the last year (over 8,000 transactions), saving the Council over £3,000 in transaction costs. Whilst online payments have shown a significant 13% increase. We expect a further significant increase in online payments when we roll out 'recurring card payments' functionality for Council Tax in the New Year (this payment option was not available in 2018/19), whilst also promoting our new 'e-store' again for 2020 Council Tax payments. The benefit of recurring card payments is that the customer can pay by pre-arranged instalments. Our communication and engagement plan is currently being reviewed to agree how and when our suite of new payment options will be promoted to our customers.

- Sickness absence levels are indicating a 14% reduction compared to the same period last year. HR are working with managers and CLT on absence intervention. This includes

reviewing hotspots/high risk areas, common ailments and whether these are area/post specific, reviewing the preventative support offered and looking at alternatives/temporary adjustments that support employees back into work at the earliest opportunity.

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

- Attendances at our leisure centres are slightly lower than predicted. Quarter 2 turnout has seen sales of fitness memberships slowing down and although retention figures remain buoyant, attendances continue to be affected by budget gym competition in the area e.g the recently opened Sports Direct gym offering memberships at £5 per month.

Swim lessons are also showing a decline in numbers, there are now 6 private schemes operating in the area around Sutton and Kirkby. Some of the schemes are slightly cheaper others are £3-£4 more expensive per session.

As part of the Leisure Transformation Programme, plans are now well underway to build a new Leisure Facility in Kirkby, once opened, the business plan outlines attendance figures should double what they currently are at the Festival Hall. Consultation with customer focus groups and residents has taken place, and plans have been altered accordingly to meet the needs and interest of the community.

A new operator contract has been written and the procurement process began in late December 2019. The new contract focusses on developing active communities and reducing inactivity within the District, and asks operators to consider how they would invest in Hucknall and Lammas Leisure Centres to increase attendance. Initial expressions of interest are due 24 January 2020. The timetable outlines that we will look to notify the successful bidder in early August 2020, with the contract starting 01 April 2021.

- Current rent collection rates are 4% lower than previous year, being significantly impacted by the wider roll out of Universal Credit full service within the district, which is not only causing tenants to experience issues with budgeting and financial hardship, but also has resulted in changes to the way the DWP pay managed/arrears payments to us directly. Additional resources and new ways of working have been adopted in an attempt to mitigate this. As at week 38 (16th December 2019), there were 962 tenant's claiming Universal credit. Of these 621 or 65% had rent arrears. The total debt for the 621 cases = £273k, with the average rent arrears case value = £440. The average case value for a non-Universal Credit rent arrears = £192. We expect performance to improve towards year end based on a similar trend from previous years.

Implications

Corporate Plan:

The report relates to delivery of the Corporate Plan Priorities. It covers performance for the period April to September 2019. The Corporate Scorecard has recently been reviewed and refreshed to align with the new 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, reviewed to reflect future priorities in alignment with the new Corporate Plan 2019-2023.
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 management 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**

Jo Froggatt, Assistant Director- Corporate Services and Transformation,
01623 457328
j.froggatt@ashfield.gov.uk

Carol Cooper-Smith
CHIEF EXECUTIVE

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Ashfield District Council Corporate Performance report











This report highlights the quarterly performance position of the council. The performance indicators in this report were chosen to reflect the progress made against the objectives set out in the corporate plan for 2019-2023. Data in the report is validated by the council's corporate performance team.



Report Author: Joshua Coke

Generated on: 29 November 2019 – edited 2nd January (Jo Froggatt)

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

**Community and Customer
(ADC) Service Standards**

Performance Indicator		Data Type	Officer(s) Responsible																						
Average Call waiting time		Duration	Diane Mitchell																						
<table border="1"> <thead> <tr> <th>Qu 2 2018/19 Value</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>0h 01m 25s</td> <td style="text-align: center;">↑</td> </tr> </tbody> </table>		Qu 2 2018/19 Value	Trend	0h 01m 25s	↑	<p style="text-align: center;">(ADC)CORP/SERV/3 Average Call waiting time</p> <table border="1"> <caption>Chart Data: Average Call waiting time</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2017/18</td> <td>0h 01m 56s</td> </tr> <tr> <td>Q1 2018/19</td> <td>0h 01m 48s</td> </tr> <tr> <td>Q2 2018/19</td> <td>0h 01m 25s</td> </tr> <tr> <td>Q3 2018/19</td> <td>0h 01m 11s</td> </tr> <tr> <td>Q4 2018/19</td> <td>0h 01m 06s</td> </tr> <tr> <td>Q1 2019/20</td> <td>0h 01m 17s</td> </tr> <tr> <td>Q2 2019/20</td> <td>0h 00m 49s</td> </tr> <tr> <td>Q3 2019/20</td> <td>0h 00m 43s</td> </tr> </tbody> </table>		Quarter	Value	Q4 2017/18	0h 01m 56s	Q1 2018/19	0h 01m 48s	Q2 2018/19	0h 01m 25s	Q3 2018/19	0h 01m 11s	Q4 2018/19	0h 01m 06s	Q1 2019/20	0h 01m 17s	Q2 2019/20	0h 00m 49s	Q3 2019/20	0h 00m 43s
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Current Value	Current Target	Current Value vs Target	RAG Status																						
0h 00m 52s	0h 01m 06s	-0h 00m 14s	✔																						
Latest Note, date and author																									
Diane Mitchell		26-Nov-2019																							
<p>The April to September cumulative average time for the Authority is 52 seconds (qu2 July to sept perf shown in brackets)</p> <p>Housing: 24 seconds (24 seconds)</p> <p>Revenues & CS: 28 seconds (27 seconds)</p> <p>Environment: 2min 26 seconds (1min 143 secs)</p> <p>The Hub: 48 seconds (59 seconds)</p> <p>Authority Totals 52 seconds (43 seconds)</p>																									

Performance Indicator		Data Type	Officer(s) Responsible
Call abandonment rate		Percentage	Diane Mitchell
		(ADC)CORP/SERV/4 Call abandonment rate 	
Qu 2 2018/19 Value	Trend		
9.97%	↑		
Current Value	Current Target	Current Value vs Target	RAG Status
5.73%	7.96%	-2.23%	✔
Latest Note, date and author			
Diane Mitchell		26-Nov-2019	
<p>The cumulative average (April to September) abandonment rate for the Authority is 5.73% (Qu2 July to September figures shown in brackets)</p> <p>Housing: 3.29% (3.39%)</p> <p>Revenues & CS: 2.77% (2.5%)</p> <p>Environment: 11.93% (7.12%)</p> <p>The Hub: 13.8% (14.02%)</p> <p>Authority Totals 5.73% (4.65%)</p>			

Performance Indicator		Data Type	Officer(s) Responsible																																																			
Number of online payments made		Number	Diane Mitchell																																																			
Target is the value of the same quarter in the previous year.		<p style="text-align: center;">Quarterly chart (ADC)CORP/TRNS/2 Number of online payments made</p> <table border="1"> <caption>Quarterly Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr><td>Q3-2018/17</td><td>6,368</td><td>7,739</td></tr> <tr><td>Q4-2018/17</td><td>4,496</td><td>5,769</td></tr> <tr><td>Q1-2017/18</td><td>8,979</td><td>7,679</td></tr> <tr><td>Q2-2017/18</td><td>10,501</td><td>7,668</td></tr> <tr><td>Q3-2017/18</td><td>10,981</td><td>7,739</td></tr> <tr><td>Q4-2017/18</td><td>10,185</td><td>4,496</td></tr> <tr><td>Q1-2018/19</td><td>12,961</td><td>9,428</td></tr> <tr><td>Q2-2018/19</td><td>12,207</td><td>11,026</td></tr> <tr><td>Q3-2018/19</td><td>11,316</td><td>11,477</td></tr> <tr><td>Q4-2018/19</td><td>11,833</td><td>10,694</td></tr> <tr><td>Q1-2019/20</td><td>14,330</td><td>12,961</td></tr> <tr><td>Q2-2019/20</td><td>13,776</td><td>12,207</td></tr> </tbody> </table> <p style="text-align: center;">Annual chart (ADC)CORP/TRNS/2 Number of online payments made</p> <table border="1"> <caption>Annual Data</caption> <thead> <tr> <th>Year</th> <th>Actual Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr><td>2018/19</td><td>40,596</td><td>27,583</td></tr> <tr><td>2019/20</td><td>42,625</td><td>42,625</td></tr> <tr><td>2020/21</td><td>28,108</td><td>25,168</td></tr> </tbody> </table>		Quarter	Actual Value	Target (Quarters)	Q3-2018/17	6,368	7,739	Q4-2018/17	4,496	5,769	Q1-2017/18	8,979	7,679	Q2-2017/18	10,501	7,668	Q3-2017/18	10,981	7,739	Q4-2017/18	10,185	4,496	Q1-2018/19	12,961	9,428	Q2-2018/19	12,207	11,026	Q3-2018/19	11,316	11,477	Q4-2018/19	11,833	10,694	Q1-2019/20	14,330	12,961	Q2-2019/20	13,776	12,207	Year	Actual Value	Target (Years)	2018/19	40,596	27,583	2019/20	42,625	42,625	2020/21	28,108	25,168
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Current Value	Current Target	Current Value vs Target	RAG Status																																																			
28,108 (cum)	25,168	2,940	✔																																																			
Latest Note, date and author																																																						
Diane Mitchell		09-Oct-2019																																																				
<p>The amount of online payments has reduced; the bulk of garden waste payments are received in the first quarter, this has an impact on the number of payments received on a month by month basis. Our new online payment 'e-store' has now been available for 12 months, being launched in January 2019. The e-store offers customers the choice of online payment across over 50 payment types. We have realised a 7% reduction in paypoint and post office payments over the last year (over 8,000 transactions), saving the council over £3,000 in transaction costs. Whilst online payments have shown a significant 13% increase.</p> <p>We expect a further significant increase in online payments when we roll out 'recurring card payments' functionality for Council Tax in the New Year (this payment option was not available in 2018/19), whilst also promoting our new 'e-store' again for 2020 Council Tax payments. The benefit of recurring card payments is that the customer can pay by pre-arranged instalments. Our communication and engagement plan is currently being reviewed to agree how and when our suite of new payment options will be promoted to our customers</p>																																																						

Performance Indicator		Data Type	Officer(s) Responsible																																							
Number of direct debit payments made		Number	Diane Mitchell																																							
<p>Target is the value of the same quarter in the previous year.</p> <p>The figures provided are the total number of payments received over the month for Council Tax, Business Rates and Sundry Debtors. For Q3 the value was 105,948, this being broken down as follows: Council Tax 102,160 – Business Rates 2,441 – Sundry Debtor 1,347</p>		<p>(ADC)CORP/TRNS/3 Number of direct debit payments made</p> <table border="1"> <caption>Quarterly Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value</th> <th>Target Value</th> </tr> </thead> <tbody> <tr><td>Q3 2018/17</td><td>94,719</td><td>97,543</td></tr> <tr><td>Q4 2018/17</td><td>47,660</td><td>50,283</td></tr> <tr><td>Q1 2017/18</td><td>96,071</td><td>101,037</td></tr> <tr><td>Q2 2017/18</td><td>97,145</td><td>100,664</td></tr> <tr><td>Q3 2017/18</td><td>97,543</td><td>101,909</td></tr> <tr><td>Q4 2017/18</td><td>50,783</td><td>56,823</td></tr> <tr><td>Q1 2018/19</td><td>106,089</td><td>111,817</td></tr> <tr><td>Q2 2018/19</td><td>100,664</td><td>105,173</td></tr> <tr><td>Q3 2018/19</td><td>101,909</td><td>104,645</td></tr> <tr><td>Q4 2018/19</td><td>56,923</td><td>56,930</td></tr> <tr><td>Q1 2019/20</td><td>113,549</td><td>111,817</td></tr> <tr><td>Q2 2019/20</td><td>105,173</td><td>109,293</td></tr> </tbody> </table>		Quarter	Actual Value	Target Value	Q3 2018/17	94,719	97,543	Q4 2018/17	47,660	50,283	Q1 2017/18	96,071	101,037	Q2 2017/18	97,145	100,664	Q3 2017/18	97,543	101,909	Q4 2017/18	50,783	56,823	Q1 2018/19	106,089	111,817	Q2 2018/19	100,664	105,173	Q3 2018/19	101,909	104,645	Q4 2018/19	56,923	56,930	Q1 2019/20	113,549	111,817	Q2 2019/20	105,173	109,293
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Qu 2 2018/19 Value	Trend																																									
216,990 (cum)	↑																																									
Current Value	Current Target	Current Value vs Target	RAG Status																																							
222,842 (cum)	216,990	5,852	🟢																																							
Latest Note, date and author																																										
Diane Mitchell		09-Oct-2019																																								
<p>The number of Direct Debits has reduced this quarter due to the bulk of the Direct Debits for Sundry Debtor accounts being collected during May and June.</p> <p>The ability for customers to set up direct debits online will be rolled out for garden waste early 2020.</p>																																										

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

Performance Indicator		Data Type	Officer(s) Responsible																											
Occupancy of ADC commercial property portfolio (excluding Ashfield Business Centre)		Number	Matthew Kirk																											
		<p align="center">(ADC)CORP/BUOA/1 Occupancy of ADC commercial property portfolio (excluding Ashfield Business Centre)</p> <table border="1"> <caption>Occupancy Data from Chart</caption> <thead> <tr> <th>Quarter</th> <th>Actual Occupancy</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>92.00%</td> <td>90.00%</td> </tr> <tr> <td>Q4 2017/18</td> <td>91.00%</td> <td>90.00%</td> </tr> <tr> <td>Q1 2018/19</td> <td>89.00%</td> <td>90.00%</td> </tr> <tr> <td>Q2 2018/19</td> <td>91.00%</td> <td>90.00%</td> </tr> <tr> <td>Q3 2018/19</td> <td>91.00%</td> <td>90.00%</td> </tr> <tr> <td>Q4 2018/19</td> <td>92.00%</td> <td>90.00%</td> </tr> <tr> <td>Q1 2019/20</td> <td>93.00%</td> <td>90.00%</td> </tr> <tr> <td>Q2 2019/20</td> <td>94.30%</td> <td>90.00%</td> </tr> </tbody> </table>		Quarter	Actual Occupancy	Target (Quarters)	Q3 2017/18	92.00%	90.00%	Q4 2017/18	91.00%	90.00%	Q1 2018/19	89.00%	90.00%	Q2 2018/19	91.00%	90.00%	Q3 2018/19	91.00%	90.00%	Q4 2018/19	92.00%	90.00%	Q1 2019/20	93.00%	90.00%	Q2 2019/20	94.30%	90.00%
Quarter	Actual Occupancy	Target (Quarters)																												
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Qu 2 2018/19 Value	Trend																													
91%	↑																													
Current Value	Current Target	Current Value vs Target	RAG Status																											
94.30%	90.00%	4.30%	✔																											
Latest Note, date and author																														
Justin Henry		3 rd December 2019																												
The occupancy has dropped due to business failure of two tenants. These will increase in the next quarter as the units are relet.																														

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Funding the Future
(ADC) Productivity

Performance Indicator		Data Type	Officer(s) Responsible																		
Overall performance improvement		Percentage	Jo (ADC) Froggatt																		
Calculated by running Corporate Scorecard Report and totalling improved in the "Trend" column. Then % over all PI's.		<p>(ADC)CORP/PROD/2 Overall performance improvement</p> <table border="1"> <caption>Overall Performance Improvement Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2017/18</td> <td>72%</td> <td>75%</td> </tr> <tr> <td>Q2 2018/19</td> <td>31.7%</td> <td>75%</td> </tr> <tr> <td>Q3 2018/19</td> <td>54%</td> <td>75%</td> </tr> <tr> <td>Q4 2018/19</td> <td>59%</td> <td>75%</td> </tr> <tr> <td>Q2 2019/20</td> <td>58%</td> <td>75%</td> </tr> </tbody> </table>		Quarter	Quarters (%)	Target (Quarters) (%)	Q4 2017/18	72%	75%	Q2 2018/19	31.7%	75%	Q3 2018/19	54%	75%	Q4 2018/19	59%	75%	Q2 2019/20	58%	75%
Quarter	Quarters (%)			Target (Quarters) (%)																	
Q4 2017/18	72%			75%																	
Q2 2018/19	31.7%			75%																	
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Q4 2018/19	59%	75%																			
Q2 2019/20	58%	75%																			
Qu 2 2018/19 Value	Trend																				
31.7%	↑																				
Current Value	Current Target	Current Value vs Target	RAG Status																		
58%	50%	6%	🟢																		
Latest Note, date and author																					
Jo (ADC) Froggatt																					
14 improved position 10 not improved 7 new PI's no trend data 1 PI data to be assessed qu3																					

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Performance Indicator		Data Type	Officer(s) Responsible																					
Overall performance v target		Percentage	Jo (ADC) Froggatt																					
<p>Assessed from scorecard report.</p> <p>Number of pi's meeting or exceeding target/ total number of PI's in corporate scorecard where targets have been set x 100</p>		<table border="1"> <caption>(ADC)CORP/PROD/4 Overall performance v target</caption> <thead> <tr> <th>Quarter</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>85%</td> <td>85%</td> </tr> <tr> <td>Q4 2017/18</td> <td>86%</td> <td>85%</td> </tr> <tr> <td>Q1 2018/19</td> <td>75%</td> <td>85%</td> </tr> <tr> <td>Q2 2018/19</td> <td>66%</td> <td>85%</td> </tr> <tr> <td>Q3 2018/19</td> <td>68%</td> <td>85%</td> </tr> <tr> <td>Q4 2018/19</td> <td>79%</td> <td>85%</td> </tr> </tbody> </table>		Quarter	Actual Performance (%)	Target (%)	Q3 2017/18	85%	85%	Q4 2017/18	86%	85%	Q1 2018/19	75%	85%	Q2 2018/19	66%	85%	Q3 2018/19	68%	85%	Q4 2018/19	79%	85%
Quarter	Actual Performance (%)	Target (%)																						
Q3 2017/18	85%	85%																						
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Q2 2018/19	66%	85%																						
Q3 2018/19	68%	85%																						
Q4 2018/19	79%	85%																						
Qu 2 2018/19 Value	Trend																							
75%	↑																							
Current Value	Current Target	Current Value vs Target	RAG Status																					
71%	75%	-10%	⚠																					
Latest Note, date and author																								
Jo (ADC) Froggatt																								
<p>22 pi's exceeded target</p> <p>4 pi's within 10% of less than target</p> <p>5 pi's greater than 10% less than target</p>																								

**Funding the Future
(ADC) Resources**

Performance Indicator		Data Type	Officer(s) Responsible
Percentage of Council Tax collected in current year		Percentage	Diane Mitchell
<p>This performance indicator shows the percentage of total tax collected as a percentage of what is expected to be collected over the year, thus this performance indicator will rise throughout the fiscal year.</p>			
Qu 2 2018/19 Value	Trend		
56.10%	↓		
Current Value	Current Target	Current Value vs Target	RAG Status
55.89%	48.75%	7.14%	✅
Latest Note, date and author			
Diane Mitchell		09-Oct-2019	
<p>Collection is slightly down on target. The Reminders and Summonses raised in August generated a large response. Liability Orders have been obtained for any outstanding Summused debt and recovery action will be taken.</p>			

Performance Indicator		Data Type	Officer(s) Responsible																											
Percentage of NNDR collected in current year		Percentage	Diane Mitchell																											
<p>This performance indicator shows the percentage of non-domestic rates collected as a percentage of what is expected to be collected over the year, thus this performance indicator will rise throughout the fiscal year.</p>		<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>Q3-2017/18</td> <td>82.35%</td> <td>70.00%</td> </tr> <tr> <td>Q4-2017/18</td> <td>98.39%</td> <td>70.00%</td> </tr> <tr> <td>Q1-2018/19</td> <td>30.11%</td> <td>70.00%</td> </tr> <tr> <td>Q2-2018/19</td> <td>56.79%</td> <td>70.00%</td> </tr> <tr> <td>Q3-2018/19</td> <td>82.02%</td> <td>70.00%</td> </tr> <tr> <td>Q4-2018/19</td> <td>97.68%</td> <td>70.00%</td> </tr> <tr> <td>Q1-2019/20</td> <td>27.90%</td> <td>70.00%</td> </tr> <tr> <td>Q2-2019/20</td> <td>53.77%</td> <td>70.00%</td> </tr> </tbody> </table>		Quarter	Actual (%)	Target (%)	Q3-2017/18	82.35%	70.00%	Q4-2017/18	98.39%	70.00%	Q1-2018/19	30.11%	70.00%	Q2-2018/19	56.79%	70.00%	Q3-2018/19	82.02%	70.00%	Q4-2018/19	97.68%	70.00%	Q1-2019/20	27.90%	70.00%	Q2-2019/20	53.77%	70.00%
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Current Value	Current Target	Current Value vs Target	RAG Status																											
53.77%	49.00%	4.77%	🟢																											
Latest Note, date and author																														
Diane Mitchell		09-Oct-2019																												
<p>Collection is down on target. In the last quarter five large assessments were raised by the Valuation Office with instalments to be collected over the remaining months. Collection is monitored on a weekly basis and recovery action taken on any unpaid instalments</p>																														

Performance Indicator		Data Type	Officer(s) Responsible																												
Percentage of rent collected from total rent due		Percentage	Pete Curry																												
LG Inform Benchmark Data Formerly CI023. Also in AHL Delivery Plan as ref. (AHL) HM54a. This is a House mark – (rent collected from current and former tenants as a percentage of the rent due including arrears brought forward)		(ADC)CORP/RSRC/5 Percentage of rent collected from total rent due <table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q3-2017/18</td> <td>99.60%</td> <td>99.00%</td> </tr> <tr> <td>Q4-2017/18</td> <td>99.85%</td> <td>99.00%</td> </tr> <tr> <td>Q1-2018/19</td> <td>94.60%</td> <td>99.00%</td> </tr> <tr> <td>Q2-2018/19</td> <td>97.73%</td> <td>99.00%</td> </tr> <tr> <td>Q3-2018/19</td> <td>96.93%</td> <td>99.00%</td> </tr> <tr> <td>Q4-2018/19</td> <td>97.72%</td> <td>99.00%</td> </tr> <tr> <td>Q1-2019/20</td> <td>93.13%</td> <td>99.00%</td> </tr> <tr> <td>Q2-2019/20</td> <td>95.00%</td> <td>99.00%</td> </tr> </tbody> </table>			Quarter	Actual Value (%)	Target (%)	Q3-2017/18	99.60%	99.00%	Q4-2017/18	99.85%	99.00%	Q1-2018/19	94.60%	99.00%	Q2-2018/19	97.73%	99.00%	Q3-2018/19	96.93%	99.00%	Q4-2018/19	97.72%	99.00%	Q1-2019/20	93.13%	99.00%	Q2-2019/20	95.00%	99.00%
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Latest Note, date and author																															
Pete Curry		14-Oct-2019																													
Performance in this area is being impacted on by the wider roll out of Universal Credit and delays in payments received directly from DWP following moving to a 'full service' area. We expect performance to improve towards year end based on a similar trend from previous years.																															

Performance Indicator		Data Type	Officer(s) Responsible
Rent arrears as a proportion of Rent Roll (excluding court costs)		Percentage	Pete Curry
Housemark Quarterly Benchmarking Q4 16/17 Housemark definition - (current tenant arrears as a percentage of the annual rent debit)		(ADC)CORP/RSRC/8 Rent arrears as a proportion of Rent Roll (excluding court costs) 	
Qu 2 2018/19 Value	Trend		
1.75%	↑		
Current Value	Current Target	Current Value vs Target	RAG Status
1.62%	1.3%	0.32%	🟡
Latest Note, date and author			
Pete Curry		05-Nov-2019	
<p>Performance in this area is being significantly impacted by the wider roll out of Universal Credit full service within the district, which is not only causing tenants to experience issues with budgeting and financial hardship, but also has resulted in changes to the way the DWP pay managed/arrears payments to us directly. Additional resources and new ways of working have been adopted in an attempt to mitigate this.</p> <p>As at week 38 (16th December 2019), there were 962 tenant's claiming Universal credit. Of these 621 or 65% had rent arrears. The total debt for the 621 cases = £272,581.42, with the average rent arrears case value = £438.94. The average case value for a non-UC rent arrears = £192.35.</p> <p>We expect performance to improve towards year end based on a similar trend from previous years.</p>			

**Organisational Effectiveness
(ADC) Delivery**

Performance Indicator		Data Type	Officer(s) Responsible																						
Delivery of Corporate plan % of actions implemented or on track		Percentage	Jo (ADC) Froggatt																						
<p>Calculated by generating report "(ADC) Corporate Plan - Status Checker". Calculation as follows Overdue Action (A), Total number of actions excluding 'Cancelled' category (B), calculation $A/B*100=C$. $100-C = X$</p>		<table border="1"> <caption>(ADC)CORP/DLV/01 Delivery of Corporate plan % of actions implemented or on track</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q3-2017/18</td> <td>91%</td> <td>90%</td> </tr> <tr> <td>Q4-2017/18</td> <td>91.5%</td> <td>90%</td> </tr> <tr> <td>Q1-2018/19</td> <td>94.5%</td> <td>90%</td> </tr> <tr> <td>Q2-2018/19</td> <td>94.2%</td> <td>90%</td> </tr> <tr> <td>Q3-2018/19</td> <td>93.66%</td> <td>90%</td> </tr> <tr> <td>Q4-2018/19</td> <td>91%</td> <td>90%</td> </tr> </tbody> </table>			Quarter	Actual Value (%)	Target (%)	Q3-2017/18	91%	90%	Q4-2017/18	91.5%	90%	Q1-2018/19	94.5%	90%	Q2-2018/19	94.2%	90%	Q3-2018/19	93.66%	90%	Q4-2018/19	91%	90%
Quarter	Actual Value (%)	Target (%)																							
Q3-2017/18	91%	90%																							
Q4-2017/18	91.5%	90%																							
Q1-2018/19	94.5%	90%																							
Q2-2018/19	94.2%	90%																							
Q3-2018/19	93.66%	90%																							
Q4-2018/19	91%	90%																							
Qu 2 2018/19 Value	Trend																								
94.2%																									
Current Value	Current Target	Current Value vs Target	RAG Status																						
tbd	95%																								
Latest Note, date and author																									

**Organisational Effectiveness
(ADC) Delivery - Cleaner Greener Priority**

Performance Indicator		Data Type	Officer(s) Responsible																											
Percentage of household waste recycled and composted		Percentage	Sam Dennis; Paul Rowbotham; George Ward; Christos Zannettou																											
Formerly NI192 - the indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.		<table border="1"> <caption>(ADC)CORP/DLV/12 Percentage of household waste recycled and composted</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>44.31%</td> <td>41.00%</td> </tr> <tr> <td>Q4 2017/18</td> <td>40.95%</td> <td>41.00%</td> </tr> <tr> <td>Q1 2018/19</td> <td>41.00%</td> <td>41.00%</td> </tr> <tr> <td>Q2 2018/19</td> <td>40.82%</td> <td>41.00%</td> </tr> <tr> <td>Q3 2018/19</td> <td>39.51%</td> <td>41.00%</td> </tr> <tr> <td>Q4 2018/19</td> <td>36.68%</td> <td>41.00%</td> </tr> <tr> <td>Q1 2019/20</td> <td>43.96%</td> <td>41.00%</td> </tr> <tr> <td>Q2 2019/20</td> <td>40.66%</td> <td>41.00%</td> </tr> </tbody> </table>		Quarter	Actual Value (%)	Target (%)	Q3 2017/18	44.31%	41.00%	Q4 2017/18	40.95%	41.00%	Q1 2018/19	41.00%	41.00%	Q2 2018/19	40.82%	41.00%	Q3 2018/19	39.51%	41.00%	Q4 2018/19	36.68%	41.00%	Q1 2019/20	43.96%	41.00%	Q2 2019/20	40.66%	41.00%
Quarter	Actual Value (%)	Target (%)																												
Q3 2017/18	44.31%	41.00%																												
Q4 2017/18	40.95%	41.00%																												
Q1 2018/19	41.00%	41.00%																												
Q2 2018/19	40.82%	41.00%																												
Q3 2018/19	39.51%	41.00%																												
Q4 2018/19	36.68%	41.00%																												
Q1 2019/20	43.96%	41.00%																												
Q2 2019/20	40.66%	41.00%																												
Qu 2 2018/19 Value	Trend																													
40.82%																														
Current Value	Current Target	Current Value vs Target	RAG Status																											
40.66%	41.00%	-0.34%																												
Latest Note, date and author																														
Christos Zannettou		27-Nov-2019																												
Another slight dip when compared to the previous years Quarter by around 0.18%.																														
Residual Waste: 6909.86 Recycling: 1,679.16 Garden Waste: 2,561.48 Garden waste collected has improved as residents are used to the charge being in place for the service however, intermittent weather has meant that we have not maximised the amount of garden waste collected Q1 19/20 Contamination rate stands at: 12.67% for the quarter a 1% increase on the previous year																														

Performance Indicator		Data Type	Officer(s) Responsible								
Street Cleanliness-Litter		Number	George Ward								
<p>Environmental quality assessments will be carried throughout the year measuring a minimum of 50 streets per quarter with varying land uses. Streets will be scored against 4 environmental quality criteria, which are: Litter, Detritus, Graffiti and Fly-posting. The streets will be measured using a grading system, which is based on DEFRA's Code of Practice for Litter and refuse. Average grades are calculated by assigning each grade a numerical equivalent and then working out an average grade from that. The smaller the number the better the score, 1 = A, 2 = B+ and so on. This measure relates to the headline criteria of litter, average score across the whole district</p>		<table border="1"> <caption>(ADC)CORP/DLV/57 Street Cleanliness-Litter</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>2.65</td> </tr> <tr> <td>Q2 2018/19</td> <td>2.92</td> </tr> <tr> <td>Target (Quarters)</td> <td>2.0</td> </tr> </tbody> </table>		Quarter	Value	Q2 2019/20	2.65	Q2 2018/19	2.92	Target (Quarters)	2.0
Quarter	Value										
Q2 2019/20	2.65										
Q2 2018/19	2.92										
Target (Quarters)	2.0										
<table border="1"> <thead> <tr> <th>Qu 2 2018/19 Value</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>New PI</td> <td>N/A</td> </tr> </tbody> </table>		Qu 2 2018/19 Value	Trend	New PI	N/A						
Qu 2 2018/19 Value	Trend										
New PI	N/A										
<table border="1"> <thead> <tr> <th>Current Value</th> <th>Current Target</th> <th>Current Value vs Target</th> <th>RAG Status</th> </tr> </thead> <tbody> <tr> <td>2.65</td> <td>2</td> <td>+32%</td> <td></td> </tr> </tbody> </table>		Current Value	Current Target	Current Value vs Target	RAG Status	2.65	2	+32%			
Current Value	Current Target	Current Value vs Target	RAG Status								
2.65	2	+32%									
Latest Note, date and author											
George Ward		28-Nov-2019									
Out of 50 assessed Streets, 15 had issues with Littering. Litter affected 30% of streets in this period however only in a minor capacity.											

Performance Indicator		Data Type	Officer(s) Responsible									
Street Cleanliness-Detritus		Number	George Ward									
<p>Environmental quality assessments will be carried throughout the year measuring a minimum of 50 streets per quarter with varying land uses. Streets will be scored against 4 environmental quality criteria, which are: Litter, Detritus, Graffiti and Fly-posting. The streets will be measured using a grading system, which is based on DEFRA's Code of Practice for Litter and refuse. Average grades are calculated by assigning each grade a numerical equivalent and then working out an average grade from that. The smaller the number the better the score, 1 = A, 2 = B+ and so on. This measure relates to the headline criteria of detritus, average score across the whole district</p>		<table border="1"> <caption>(ADC)CORP/DLV/58 Street Cleanliness-Detritus</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>1.8</td> <td>2.0</td> </tr> <tr> <td>Q3 2019/20</td> <td>1.9</td> <td>2.0</td> </tr> </tbody> </table>		Quarter	Score	Target	Q2 2019/20	1.8	2.0	Q3 2019/20	1.9	2.0
Quarter	Score	Target										
Q2 2019/20	1.8	2.0										
Q3 2019/20	1.9	2.0										
Qu 2 2018/19 Value	Trend											
New PI	N/A											
Current Value	Current Target	Current Value vs Target	RAG Status									
1.8	2	-10%	🟢									
Latest Note, date and author												
George Ward		28-Nov-2019										
<p>Out of 50 assessed Streets, 31 of those streets had issues with Detritus. This is typically expected towards the end of the quarter as autumn begins. Street sweepers have been tasked with cleaning this</p>												

Performance Indicator		Data Type	Officer(s) Responsible									
Street Cleanliness-Graffiti		Number	George Ward									
<p>Environmental quality assessments will be carried throughout the year measuring a minimum of 50 streets per quarter with varying land uses. Streets will be scored against 4 environmental quality criteria, which are: Litter, Detritus, Graffiti and Fly-posting. The streets will be measured using a grading system, which is based on DEFRA's Code of Practice for Litter and refuse. Average grades are calculated by assigning each grade a numerical equivalent and then working out an average grade from that. The smaller the number the better the score, 1 = A, 2 = B+ and so on. This measure relates to the headline criteria of graffiti, average score across the whole district</p>		<p>(ADC)CORP/DLV/59 Street Cleanliness-Graffiti</p> <table border="1"> <caption>Street Cleanliness-Graffiti Data</caption> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>1.21</td> <td>2</td> </tr> <tr> <td>Q3 2019/20</td> <td>1.2</td> <td>2</td> </tr> </tbody> </table>		Quarter	Current Value	Target (Quarters)	Q2 2018/19	1.21	2	Q3 2019/20	1.2	2
Quarter	Current Value	Target (Quarters)										
Q2 2018/19	1.21	2										
Q3 2019/20	1.2	2										
Qu 2 2018/19 Value	Trend											
New PI	N/A											
Current Value	Current Target	Current Value vs Target	RAG Status									
1.21	2	-40%	✓									
Latest Note, date and author												
George Ward		28-Nov-2019										
Out of 50 Investigated Streets, 3 of these had issues with Graffiti. Correlating with resident requests for graffiti, it seems to be a smaller issue.												

Performance Indicator		Data Type	Officer(s) Responsible												
Street Cleanliness-Fly Posting		Number	George Ward												
<p>Environmental quality assessments will be carried throughout the year measuring a minimum of 50 streets per quarter with varying land uses. Streets will be scored against 4 environmental quality criteria, which are: Litter, Detritus, Graffiti and Fly-posting. The streets will be measured using a grading system, which is based on DEFRA's Code of Practice for Litter and refuse. Average grades are calculated by assigning each grade a numerical equivalent and then working out an average grade from that. The smaller the number the better the score, 1 = A, 2 = B+ and so on. This measure relates to the headline criteria of fly posting, average score across the whole district</p>		<p align="center">(ADC)CGRP/DLV/60 Street Cleanliness-Fly Posting</p> <table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Bar)</th> <th>Target (Line)</th> </tr> </thead> <tbody> <tr> <td>Q1 2019/20</td> <td>0</td> <td>2</td> </tr> <tr> <td>Q2 2019/20</td> <td>1</td> <td>2</td> </tr> <tr> <td>Q3 2019/20</td> <td>1.11</td> <td>2</td> </tr> </tbody> </table>		Quarter	Quarters (Bar)	Target (Line)	Q1 2019/20	0	2	Q2 2019/20	1	2	Q3 2019/20	1.11	2
Quarter	Quarters (Bar)	Target (Line)													
Q1 2019/20	0	2													
Q2 2019/20	1	2													
Q3 2019/20	1.11	2													
Qu 2 2018/19 Value	Trend														
New PI	N/A														
Current Value	Current Target	Current Value vs Target	RAG Status												
1	2	-50%	✔												
Latest Note, date and author															
George Ward		28-Nov-2019													
<p>1 equates to an A grade.</p> <p>Out of 50 assessed Streets, 0 had issues with Fly posting.</p> <p>Q3 will no doubt see a rise, as Fly Posting for G.W has now been formally defined.</p>															

Performance Indicator		Data Type	Officer(s) Responsible						
Street Cleanliness-Sutton		Number	George Ward						
<p>Environmental quality assessments will be carried throughout the year measuring a minimum of 50 streets per quarter with varying land uses. Streets will be scored against 4 environmental quality criteria, which are: Litter, Detritus, Graffiti and Fly-posting. The streets will be measured using a grading system, which is based on DEFRA's Code of Practice for Litter and refuse. Average grades are calculated by assigning each grade a numerical equivalent and then working out an average grade from that. The smaller the number the better the score, 1 = A, 2 = B+ and so on. This measure relates to the average score of all four headline criteria for the Sutton Town Centre area</p>		<p>(ADC)CORP/DLV/61 Street Cleanliness-Sutton</p> <table border="1"> <caption>Street Cleanliness-Sutton Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>2.12</td> </tr> <tr> <td>Q2 2019/20</td> <td>2.07</td> </tr> </tbody> </table>		Quarter	Value	Q2 2018/19	2.12	Q2 2019/20	2.07
Quarter	Value								
Q2 2018/19	2.12								
Q2 2019/20	2.07								
Qu 2 2018/19 Value	Trend								
New PI	N/A								
Current Value	Current Target	Current Value vs Target	RAG Status						
2.12	1	+112%							
Latest Note, date and author									
Equivalent to a grade B+ meaning predominantly free from issues. Weed growth, detritus and leaf fall being the main issues raised in Sutton, consistent with coming into autumn months.									

Performance Indicator		Data Type	Officer(s) Responsible									
Street Cleanliness-Kirkby		Number	George Ward									
<p>Environmental quality assessments will be carried throughout the year measuring a minimum of 50 streets per quarter with varying land uses. Streets will be scored against 4 environmental quality criteria, which are: Litter, Detritus, Graffiti and Fly-posting. The streets will be measured using a grading system, which is based on DEFRA's Code of Practice for Litter and refuse. Average grades are calculated by assigning each grade a numerical equivalent and then working out an average grade from that. The smaller the number the better the score, 1 = A, 2 = B+ and so on. This measure relates to the average score of all four headline criteria for the Kirkby Town Centre area</p>		<p>(ADC)CORP/DLV/62 Street Cleanliness-Kirkby</p> <table border="1"> <caption>Street Cleanliness-Kirkby Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>2.08</td> <td>1.0</td> </tr> <tr> <td>Q3 2019/20</td> <td>2.77</td> <td>1.0</td> </tr> </tbody> </table>		Quarter	Value	Target	Q2 2018/19	2.08	1.0	Q3 2019/20	2.77	1.0
Quarter	Value	Target										
Q2 2018/19	2.08	1.0										
Q3 2019/20	2.77	1.0										
Qu 2 2018/19 Value	Trend											
New PI	N/A											
Current Value	Current Target	Current Value vs Target	RAG Status									
2.08	1	+108%										
Latest Note, date and author												
Equivalent to a grade B+ meaning predominantly free from issues. Weed growth, detritus and leaf fall being the main issues consistent with coming into the autumn months												

Performance Indicator		Data Type	Officer(s) Responsible									
Street Cleanliness-Hucknall		Number	George Ward									
<p>Environmental quality assessments will be carried throughout the year measuring a minimum of 50 streets per quarter with varying land uses. Streets will be scored against 4 environmental quality criteria, which are: Litter, Detritus, Graffiti and Fly-posting. The streets will be measured using a grading system, which is based on DEFRA's Code of Practice for Litter and refuse. Average grades are calculated by assigning each grade a numerical equivalent and then working out an average grade from that. The smaller the number the better the score, 1 = A, 2 = B+ and so on. This measure relates to the average score of all four headline criteria for the Hucknall Town Centre area</p>		<p>(ADC)CORP/DLV/63 Street Cleanliness-Hucknall</p> <table border="1"> <caption>Street Cleanliness-Hucknall Data</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>2.81</td> <td>1.0</td> </tr> <tr> <td>Q2 2019/20</td> <td>2.35</td> <td>1.0</td> </tr> </tbody> </table>		Quarter	Score	Target	Q2 2018/19	2.81	1.0	Q2 2019/20	2.35	1.0
Quarter	Score	Target										
Q2 2018/19	2.81	1.0										
Q2 2019/20	2.35	1.0										
Qu 2 2018/19 Value	Trend											
New PI	N/A											
Current Value	Current Target	Current Value vs Target	RAG Status									
2.81	1	+181%										
Latest Note, date and author												
Equivalent to a grade B+ meaning predominantly free from issues. Weed growth and detritus and being the main issues consistent with coming into the autumn months												

**Organisational Effectiveness
(ADC) Delivery - Health & Happiness Priority**

Performance Indicator		Data Type	Officer(s) Responsible																											
Number of user attendances at ADC leisure facilities		Number	Joy Elmer																											
Data collected relates on to users at key leisure centres: Kirkby: Festival Hall Sutton: Lammas Hucknall: Hucknall		<table border="1"> <caption>(ADC)CORP/DLV/32 Number of user attendances at ADC leisure facilities</caption> <thead> <tr> <th>Quarter</th> <th>Actual (Quarters)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>1,023,160</td> <td>1,029,527</td> </tr> <tr> <td>Q4 2017/18</td> <td>1,425,180</td> <td>1,412,701</td> </tr> <tr> <td>Q1 2018/19</td> <td>347,506</td> <td>349,666</td> </tr> <tr> <td>Q2 2018/19</td> <td>695,000</td> <td>673,322</td> </tr> <tr> <td>Q3 2018/19</td> <td>1,042,560</td> <td>978,430</td> </tr> <tr> <td>Q4 2018/19</td> <td>1,379,000</td> <td>1,314,768</td> </tr> <tr> <td>Q1 2019/20</td> <td>300,000</td> <td>299,907</td> </tr> <tr> <td>Q2 2019/20</td> <td>625,000</td> <td>607,216</td> </tr> </tbody> </table>		Quarter	Actual (Quarters)	Target (Quarters)	Q3 2017/18	1,023,160	1,029,527	Q4 2017/18	1,425,180	1,412,701	Q1 2018/19	347,506	349,666	Q2 2018/19	695,000	673,322	Q3 2018/19	1,042,560	978,430	Q4 2018/19	1,379,000	1,314,768	Q1 2019/20	300,000	299,907	Q2 2019/20	625,000	607,216
Quarter	Actual (Quarters)	Target (Quarters)																												
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Q3 2018/19	1,042,560	978,430																												
Q4 2018/19	1,379,000	1,314,768																												
Q1 2019/20	300,000	299,907																												
Q2 2019/20	625,000	607,216																												
Qu 2 2018/19 Value	Trend																													
621,889	↓																													
Current Value	Current Target	Current Value vs Target	RAG Status																											
576110	632,500	-17,784	⚠																											
Latest Note, date and author																														
Joy Elmer		16-Oct-2019																												
<p>Q2 has seen sales of fitness memberships slowing down and although retention figures remain buoyant attendances continue to be affected by budget gym competition in the area e.g the recently opened Sports Direct gym offering memberships at £5 per month.</p> <p>Swim lessons are also showing a decline in numbers, there are now 6 private schemes operating in the area around Sutton and Kirkby. Some of the schemes are slightly cheaper others are £3-£4 more expensive per session.</p>																														

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Performance Indicator		Data Type	Officer(s) Responsible																		
Average void re-let time of Council Homes (DAYS)		Number	Caroline Greasley																		
Formerly SPI027, SI174 - "Average time to re-let (days)" and BV212 (AHL-EC5)C1 Housemark Annual 15/16 F01 Pi#12		<p>(ADC)CORP/DLV/18 Average void re-let time of Council Homes (DAYS)</p> <table border="1"> <caption>Quarterly Average void re-let time of Council Homes (DAYS)</caption> <thead> <tr> <th>Quarter</th> <th>Value (DAYS)</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>18.2</td> </tr> <tr> <td>Q4 2017/18</td> <td>19.3</td> </tr> <tr> <td>Q1 2018/19</td> <td>23.0</td> </tr> <tr> <td>Q2 2018/19</td> <td>21.9</td> </tr> <tr> <td>Q3 2018/19</td> <td>21.3</td> </tr> <tr> <td>Q4 2018/19</td> <td>20.4</td> </tr> <tr> <td>Q1 2019/20</td> <td>19.0</td> </tr> <tr> <td>Q2 2019/20</td> <td>17.0</td> </tr> </tbody> </table>		Quarter	Value (DAYS)	Q3 2017/18	18.2	Q4 2017/18	19.3	Q1 2018/19	23.0	Q2 2018/19	21.9	Q3 2018/19	21.3	Q4 2018/19	20.4	Q1 2019/20	19.0	Q2 2019/20	17.0
Quarter	Value (DAYS)																				
Q3 2017/18	18.2																				
Q4 2017/18	19.3																				
Q1 2018/19	23.0																				
Q2 2018/19	21.9																				
Q3 2018/19	21.3																				
Q4 2018/19	20.4																				
Q1 2019/20	19.0																				
Q2 2019/20	17.0																				
Qu 2 2018/19 Value	Trend																				
21.9 days																					
Current Value	Current Target	Current Value vs Target	RAG Status																		
17.0	21.0	-4.0																			
Latest Note, date and author																					
Phil Warrington		Jan 2020																			
Upper quartile performance is being maintained (when compared to peers). Effective processes and procedures for maintaining and letting vacant properties alongside a lower number of void properties is helping to maintain excellent performance levels.																					

Performance Indicator		Data Type	Officer(s) Responsible																											
Percentage of non-decent homes of total council housing stock		Percentage	Dan Clover; Neil Rowley; Richard Webster																											
(Formerly KPI017a and NI158a) - to measure progress in ensuring all council homes meet the decent homes standard Annual Benchmarking Schedule- E04 Pi#08		<p>(ADC)CORP/DLV/20 Percentage of non-decent homes of total council housing stock</p> <table border="1"> <caption>Percentage of non-decent homes of total council housing stock</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>0.21%</td> <td>0.40%</td> </tr> <tr> <td>Q4 2017/18</td> <td>0.07%</td> <td>0.40%</td> </tr> <tr> <td>Q1 2018/19</td> <td>0.12%</td> <td>0.40%</td> </tr> <tr> <td>Q2 2018/19</td> <td>0.15%</td> <td>0.40%</td> </tr> <tr> <td>Q3 2018/19</td> <td>0.15%</td> <td>0.40%</td> </tr> <tr> <td>Q4 2018/19</td> <td>0.14%</td> <td>0.40%</td> </tr> <tr> <td>Q1 2019/20</td> <td>0.18%</td> <td>0.40%</td> </tr> <tr> <td>Q2 2019/20</td> <td>0.18%</td> <td>0.40%</td> </tr> </tbody> </table>		Quarter	Value	Target	Q3 2017/18	0.21%	0.40%	Q4 2017/18	0.07%	0.40%	Q1 2018/19	0.12%	0.40%	Q2 2018/19	0.15%	0.40%	Q3 2018/19	0.15%	0.40%	Q4 2018/19	0.14%	0.40%	Q1 2019/20	0.18%	0.40%	Q2 2019/20	0.18%	0.40%
Quarter	Value	Target																												
Q3 2017/18	0.21%	0.40%																												
Q4 2017/18	0.07%	0.40%																												
Q1 2018/19	0.12%	0.40%																												
Q2 2018/19	0.15%	0.40%																												
Q3 2018/19	0.15%	0.40%																												
Q4 2018/19	0.14%	0.40%																												
Q1 2019/20	0.18%	0.40%																												
Q2 2019/20	0.18%	0.40%																												
Qu 2 2018/19 Value	Trend																													
0.15%	↓																													
Current Value	Current Target	Current Value vs Target	RAG Status																											
0.18%	0.40%	-0.22%	✓																											
Latest Note, date and author																														
<p>The number naturally fluctuates around 0%, whereby the majority of properties considered non-decent are as a result of historic refusals by tenants to receive major works. Tenant refusals do not count in the figure however the property becomes designated non-decent at the point of tenancy change or where the tenant changes their mind and now wishes to receive major works. The respective properties are then added into the next available programme carrying out the respective type of works. Although there are always programmes of works running, each one rarely runs for a year or more at a time, due to insufficient numbers of properties requiring that type of work in any particular year (e.g. kitchen, bathroom, windows etc.), and so there is usually a small lag in the property becoming available to receive works and the works being carried out.</p>																														

Performance Indicator		Data Type	Officer(s) Responsible																																
Number of applicants prevented from becoming homeless		Number	Ian Scholes																																
Measured by looking at those households who were threatened with homelessness and the outcome that was achieved following intervention.		<p>(ADC)CGRP/DLV/47 Number of applicants prevented from becoming homeless</p> <table border="1"> <caption>Data for Chart: (ADC)CGRP/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>Q3 2017/18</td> <td>69</td> <td>75</td> <td>62.5</td> </tr> <tr> <td>Q4 2017/18</td> <td>107</td> <td>75</td> <td>62.5</td> </tr> <tr> <td>Q1 2018/19</td> <td>183</td> <td>75</td> <td>62.5</td> </tr> <tr> <td>Q2 2018/19</td> <td>115</td> <td>75</td> <td>62.5</td> </tr> <tr> <td>Q3 2018/19</td> <td>122</td> <td>75</td> <td>62.5</td> </tr> <tr> <td>Q4 2018/19</td> <td>135</td> <td>75</td> <td>62.5</td> </tr> <tr> <td>Q1 2019/20</td> <td>124</td> <td>75</td> <td>62.5</td> </tr> </tbody> </table>		Quarter	Quarters	Target (Quarters)	Benchmarking	Q3 2017/18	69	75	62.5	Q4 2017/18	107	75	62.5	Q1 2018/19	183	75	62.5	Q2 2018/19	115	75	62.5	Q3 2018/19	122	75	62.5	Q4 2018/19	135	75	62.5	Q1 2019/20	124	75	62.5
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Q4 2018/19	135	75	62.5																																
Q1 2019/20	124	75	62.5																																
Qu 2 2018/19 Value	Trend																																		
298	↓																																		
Current Value	Current Target	Current Value vs Target	RAG Status																																
229	150	79	🟢																																
Latest Note, date and author																																			
Ian Scholes		02-Dec-2019																																	
Performance reflects the successes the Housing Options Team and partners have achieved in helping those threatened with homelessness to either remain in their current home or find suitable alternative accommodation.																																			

Performance Indicator		Data Type	Officer(s) Responsible																														
Proportion of tenants who remain in their tenancy for 6 months or more following the completion of the support package		Percentage	Pete Curry																														
Previously AH/100 and (ADC)TN/CUST/1 made into corporate action August 2017		(ADC)CORP/DLV/53 Proportion of tenants who remain in their tenancy for 6 months or more following the completion of the support package <table border="1"> <caption>Chart Data: Proportion of tenants who remain in their tenancy for 6 months or more following the completion of the support package</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q3 2017/18</td><td>100%</td><td>95%</td></tr> <tr><td>Q4 2017/18</td><td>100%</td><td>95%</td></tr> <tr><td>Q1 2018/19</td><td>100%</td><td>95%</td></tr> <tr><td>Q2 2018/19</td><td>100%</td><td>95%</td></tr> <tr><td>Q3 2018/19</td><td>100%</td><td>95%</td></tr> <tr><td>Q4 2018/19</td><td>100%</td><td>95%</td></tr> <tr><td>Q1 2019/20</td><td>100%</td><td>95%</td></tr> <tr><td>Q2 2019/20</td><td>100%</td><td>95%</td></tr> <tr><td>Q3 2019/20</td><td>100%</td><td>95%</td></tr> </tbody> </table>		Quarter	Quarters (%)	Target (Quarters) (%)	Q3 2017/18	100%	95%	Q4 2017/18	100%	95%	Q1 2018/19	100%	95%	Q2 2018/19	100%	95%	Q3 2018/19	100%	95%	Q4 2018/19	100%	95%	Q1 2019/20	100%	95%	Q2 2019/20	100%	95%	Q3 2019/20	100%	95%
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Current Value	Current Target	Current Value vs Target	RAG Status																														
100%	95%	5%																															
Latest Note, date and author																																	
The continued high performance in this area evidences the comprehensive support that the Tenancy Sustainment Officers in Housing provide to vulnerable tenants, both pre-tenancy and during the first few months of their tenancy, in order for them to sustain their tenancy moving forward. It is estimated that the average failed tenancy costs the Authority £8k per occasion.																																	

Performance Indicator		Data Type	Officer(s) Responsible
Number of Council Tenants assisted with welfare and money management advice		Number	Pete Curry
<p>The number of tenants who have been provided support by a Money Management Advisor or Tenancy Sustainment Officer from the Housing Management and Tenancy Services Section</p>			
Qu 2 2018/19 Value	Trend		
579	↓		
Current Value	Current Target	Current Value vs Target	RAG Status
462	450	12	✅
Latest Note, date and author			
<p>The number of tenants assisted has exceeded the target of 450 (at 462).</p> <p>Last year during the same period (Q2), we supported 579 tenants against a target of 450. As predicted the impacts of Universal Credit (e.g. financial hardship) and dealing with new and existing tenants with more complex needs means more extensive support is required and being provided, which means less throughput of cases. The caseload continues to become more complex as Universal Credit continues.</p>			

**Organisational Effectiveness
(ADC) Delivery - Regeneration & Place Priority**

Performance Indicator		Data Type	Officer(s) Responsible																											
Processing of major planning applications within 13 weeks - by quarter - cumulative year-end data		Percentage	Jo Jones																											
<p>Formerly NI157a - To ensure local planning authorities determine planning applications in a timely manner.</p> <p>This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.</p>		<p>(ADC)CORP/DLV/41 Processing of major planning applications within 13 weeks - by quarter - cumulative year-end data</p> <table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr><td>Q3-2017/18</td><td>88.00%</td><td>75.00%</td></tr> <tr><td>Q4-2017/18</td><td>85.00%</td><td>75.00%</td></tr> <tr><td>Q1-2018/19</td><td>82.00%</td><td>75.00%</td></tr> <tr><td>Q2-2018/19</td><td>76.00%</td><td>75.00%</td></tr> <tr><td>Q3-2018/19</td><td>85.00%</td><td>75.00%</td></tr> <tr><td>Q4-2018/19</td><td>86.00%</td><td>75.00%</td></tr> <tr><td>Q1-2019/20</td><td>96.00%</td><td>75.00%</td></tr> <tr><td>Q2-2019/20</td><td>100.00%</td><td>75.00%</td></tr> </tbody> </table>		Quarter	Quarters (%)	Target (Quarters) (%)	Q3-2017/18	88.00%	75.00%	Q4-2017/18	85.00%	75.00%	Q1-2018/19	82.00%	75.00%	Q2-2018/19	76.00%	75.00%	Q3-2018/19	85.00%	75.00%	Q4-2018/19	86.00%	75.00%	Q1-2019/20	96.00%	75.00%	Q2-2019/20	100.00%	75.00%
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76%																														
Current Value	Current Target	Current Value vs Target	RAG Status																											
100.00%	75.00%	25.00%																												
Latest Note, date and author																														

Performance Indicator		Data Type	Officer(s) Responsible
Processing of minor planning applications within eight weeks - by quarter - cumulative year-end data		Percentage	Jo Jones
Formerly NI157b - To ensure local planning authorities determine planning applications in a timely manner.		(ADC)CORP/DLV/42 Processing of minor planning applications within eight weeks - by quarter - cumulative year-end data 	
This indicator measures the percentage of planning applications dealt with in a timely manner. Averaging out performance across very different types of application would render any target as meaningless. Therefore we have broken them down into four broad categories: major, minor, other, and a measure for all county matter applications. The fourth category only applies to county councils and those authorities who determine predominantly county level minerals and waste applications.			
Qu 2 2018/19 Value	Trend		
93%			
Current Value	Current Target	Current Value vs Target	RAG Status
85.00%	87.00%	-2.00%	
Latest Note, date and author			

Performance Indicator		Data Type	Officer(s) Responsible																											
Processing of other planning applications within eight weeks - by quarter - cumulative year-end data		Percentage	Jo Jones																											
Formerly NI157c - To ensure local planning authorities determine planning applications in a timely manner.		<p>(ADC)CORP/DLV/43 Processing of other planning applications within eight weeks - by quarter - cumulative year-end data</p> <table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>99.00%</td> <td>94.00%</td> </tr> <tr> <td>Q4 2017/18</td> <td>99.00%</td> <td>94.00%</td> </tr> <tr> <td>Q1 2018/19</td> <td>98.00%</td> <td>94.00%</td> </tr> <tr> <td>Q2 2018/19</td> <td>97.00%</td> <td>94.00%</td> </tr> <tr> <td>Q3 2018/19</td> <td>97.00%</td> <td>94.00%</td> </tr> <tr> <td>Q4 2018/19</td> <td>96.00%</td> <td>94.00%</td> </tr> <tr> <td>Q1 2019/20</td> <td>97.00%</td> <td>94.00%</td> </tr> <tr> <td>Q2 2019/20</td> <td>96.00%</td> <td>94.00%</td> </tr> </tbody> </table>		Quarter	Actual Value (%)	Target (%)	Q3 2017/18	99.00%	94.00%	Q4 2017/18	99.00%	94.00%	Q1 2018/19	98.00%	94.00%	Q2 2018/19	97.00%	94.00%	Q3 2018/19	97.00%	94.00%	Q4 2018/19	96.00%	94.00%	Q1 2019/20	97.00%	94.00%	Q2 2019/20	96.00%	94.00%
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Current Value	Current Target	Current Value vs Target	RAG Status																											
96.00%	94.00%	2.00%	🟢																											
Latest Note, date and author																														
2 nd December 2019																														

Performance Indicator		Data Type	Officer(s) Responsible																																				
Number of dilapidated commercial buildings where action is being taken to progress works		Number	Christine Sarris																																				
Formerly named: Number of dilapidated buildings visually improved		<p>(ADC)CORP/DLV/50 Number of dilapidated commercial buildings where action is being taken to progress works</p> <table border="1"> <caption>Quarterly Data for Dilapidated Commercial Buildings</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Actual)</th> <th>Target (Quarters)</th> <th>Benchmarking</th> </tr> </thead> <tbody> <tr> <td>Q3 2017/18</td> <td>18</td> <td>10.5</td> <td>6</td> </tr> <tr> <td>Q4 2017/18</td> <td>18</td> <td>14</td> <td>6</td> </tr> <tr> <td>Q1 2018/19</td> <td>2</td> <td>2</td> <td>6</td> </tr> <tr> <td>Q2 2018/19</td> <td>6</td> <td>6</td> <td>6</td> </tr> <tr> <td>Q3 2018/19</td> <td>12</td> <td>6</td> <td>6</td> </tr> <tr> <td>Q4 2018/19</td> <td>18</td> <td>6</td> <td>6</td> </tr> <tr> <td>Q1 2019/20</td> <td>8</td> <td>6</td> <td>6</td> </tr> <tr> <td>Q2 2019/20</td> <td>18</td> <td>6</td> <td>6</td> </tr> </tbody> </table>		Quarter	Quarters (Actual)	Target (Quarters)	Benchmarking	Q3 2017/18	18	10.5	6	Q4 2017/18	18	14	6	Q1 2018/19	2	2	6	Q2 2018/19	6	6	6	Q3 2018/19	12	6	6	Q4 2018/19	18	6	6	Q1 2019/20	8	6	6	Q2 2019/20	18	6	6
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6	↑																																						
Current Value	Current Target	Current Value vs Target	RAG Status																																				
18	6	12	🟢																																				
Latest Note, date and author																																							
So far during Q3 Oct to Dec. There have been 18 actions taken which include engagement with owners, determination of planning applications and progressing enforcement actions including enforced sales. Work on 3 properties has been completed to the best of our ability and await closure subject to agreement of the DEP meeting. 2 new derelict properties are proposed for inclusion on the DEP list.																																							

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

Performance Indicator		Data Type	Officer(s) Responsible
Average days' absence per FTE		Number	Kate Hill
Formerly CI004, then SPI071 then KPI039b - "Levels of sickness - number of days sick per FTE"			
Qu 2 2018/19 Value	Trend		
5.45 days			
Current Value	Current Target	Current Value vs Target	RAG Status
4.66	4.75	-0.09	
Latest Note, date and author			
Kate Hill		25-Oct-2019	
HR working with managers and CLT on absence intervention. This includes reviewing hotspots/high risk areas, common ailments and whether these are area/post specific, reviewing the preventative support offered and looking at alternatives/temporary adjustments that support employees back into work at the earliest opportunity.			

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Performance Indicator		Data Type	Officer(s) Responsible																						
% of overall workforce which are Young People		Percentage	Kate Hill																						
<table border="1"> <thead> <tr> <th>2017/18 Value</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>5.67%</td> <td>↑</td> </tr> </tbody> </table>		2017/18 Value	Trend	5.67%	↑	<table border="1"> <caption>Bar Chart Data: % of overall workforce which are Young People</caption> <thead> <tr> <th>Year</th> <th>Actual Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>2.8%</td> <td>0%</td> </tr> <tr> <td>2016/17</td> <td>4.42%</td> <td>2.8%</td> </tr> <tr> <td>2017/18</td> <td>5.67%</td> <td>4.42%</td> </tr> <tr> <td>2018/19</td> <td>6.2%</td> <td>5.67%</td> </tr> <tr> <td>2019/20</td> <td>6.2%</td> <td>6.2%</td> </tr> </tbody> </table>		Year	Actual Value	Target (Years)	2015/16	2.8%	0%	2016/17	4.42%	2.8%	2017/18	5.67%	4.42%	2018/19	6.2%	5.67%	2019/20	6.2%	6.2%
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2019/20	6.2%	6.2%																							
Current Value (2018/19)	Current Target	Current Value vs Target	RAG Status																						
6.2%	5.67%	0.53%	🟢																						
Latest Note, date and author																									
Kate Hill		26-Apr-2019																							
The number of younger employees has increased, this covers the age range - 16 - 24.																									

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Report To:	OVERVIEW & SCRUTINY COMMITTEE	Date:	20 FEBRUARY 2020
Heading:	SCRUTINY WORKPLAN 2019/20		
Portfolio Holder:	NOT APPLICABLE		
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 Committee agenda. Each year, the Workplan is revised and refreshed with new topics for review. This report aims to focus Members on progress against topics 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.

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.

Members should also note that consultation on topics for inclusion on the 2020/21 Scrutiny Workplan will begin in March 2020.

Recommendation(s)

Overview and Scrutiny Committee Members are recommended to:

- a. Note the items currently agreed on the Scrutiny Workplan 2019/20.
- b. 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. Appendix A details those topics approved, progress, and which Panel will be reviewing the subject.

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 eight 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 might 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.

Report Author and Contact Officer

Michael Paul Joy
Service Manager – Scrutiny and Democratic Services
01623 457232
m.joy@ashfield.gov.uk

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ASHFIELD DISTRICT COUNCIL

SCRUTINY WORKPLAN 2019/20

The Overview and Scrutiny Committee approves a workplan every year, detailing selected issues that affect Ashfield or its residents. The Scrutiny Workplan represents the work of scrutiny throughout the municipal year, and is managed by the Overview and Scrutiny Committee at each meeting. The Scrutiny Workplan is a rolling programme of in-depth reviews alongside standing items considered by the Overview and Scrutiny Committee, such as finance and performance.

Effective processes are used when selecting and prioritising review topics to ensure meaningful outcomes, leading to real improvements. This involves including topics that are of community concern, contribute to the Council's Corporate Priorities, add value to the Council's overall performance, and have defined objectives and clear outcomes.

The Scrutiny Workplan is approved based on suggestions from Elected Members and Ashfield Council Officers. Members of the public can also contribute topics for consideration and inclusion in the workplan by contacting the Council's Scrutiny Manager at the following email address: scrutiny@ashfield.gov.uk.

Committee/Panel	Remit	Councillor Membership
Overview and Scrutiny Committee	<ul style="list-style-type: none"> Overall management of the Council's scrutiny function and workplan Consideration of constituted standing items Bespoke topic reviews as appropriate 	Cllrs Sarah Madigan (Chair), Andrew Harding (Vice Chair), Jim Blagden, Ciaran Brown, Andy Meakin, Phil Rostance, and Caroline Wilkinson.
Scrutiny Panel A	<ul style="list-style-type: none"> Bespoke topic reviews delegated by the O&S Committee 	Cllrs David Walters (Chair), Ciaran Brown (Vice Chair), Trevor Locke, Rachel Madden, Warren Nuttall, Lauren Mitchell, and Caroline Wilkinson.
Scrutiny Panel B	<ul style="list-style-type: none"> Bespoke topic reviews delegated by the O&S Committee 	Cllrs Christian Chapman (Chair), Caroline Wilkinson (Vice Chair), Tony Brewer, Dale Grounds, Rachel Madden, Phil Rostance, and David Walters.

WORKPLAN ITEMS

Item	Added	Item Description	Delegated to	Timescale
War Memorials	06.06.19	This review will consider: <ul style="list-style-type: none"> • Community group involvement • Cleaning and preservation • War Memorial protocol • Remembrance events 	Scrutiny Panel B	Completed
Community Engagement	06.06.19	This review will consider: <ul style="list-style-type: none"> • Improving engagement activities • Engaging hard-to-reach stakeholders • Enhancing meeting accessibility 	Scrutiny Panel A	Ongoing
Wildlife Protection	06.06.19	This review will consider: <ul style="list-style-type: none"> • District provision for wildlife protection • County-wide provision for wildlife protection • How ADC can work with and support partners 	Overview and Scrutiny Committee	Ongoing
Impact of Universal Credit	06.06.19	This review will consider: <ul style="list-style-type: none"> • Welfare reform • ADC plans for welfare reform • Impact introduction of UC has had in Ashfield • Impact on Council finances • Improving partnerships with DWP and CAB 	Overview and Scrutiny Committee	To be presented to Cabinet, 24 Feb 2020
Local Bus Provision	06.06.19	This review will consider: <ul style="list-style-type: none"> • Bus provision in Ashfield • Impact on local businesses • How elderly isolation and loneliness can be impacted by limited bus routes 	Scrutiny Panel A	Ongoing

Community Safety Partnership Priorities	06.06.19	This item will be considered during the annual Overview and Scrutiny Committee: Crime and Disorder meeting scheduled January 2020.	Overview and Scrutiny Committee	TBD
Community Protection Officer Service	18.07.19	This review will consider: <ul style="list-style-type: none"> • The Council's CPO service • Benchmarking against other authorities • How the CPO service could be enhanced 	Scrutiny Panel B	Ongoing
Town Centre Regeneration	18.07.19	This review will consider: <ul style="list-style-type: none"> • Regeneration plans for Sutton, Kirkby, Hucknall, and the Rural areas • Town centre footfall • Ensuring Ashfield is an attractive location for current and prospective businesses 	Scrutiny Panel B	Ongoing

Scrutiny Commissions

In July 2019, Council approved the formation of two Scrutiny Commissions focusing on climate change and veteran/service personnel. Each Commission will involve Scrutiny Members, partner organisations, and stakeholders undertaking comprehensive reviews to be reported back to Council in 2020. The Scrutiny Commissions will be supported by the Scrutiny Team.

Item	Description	Responsibility	Timescale
Scrutiny Commission: Climate Change	A Council appointed Scrutiny Commission considering climate change and how ADC can lead mitigation efforts.	A specially appointed group of commission members.	TBD
Scrutiny Commission: Veterans/Service Personnel	A Council appointed Scrutiny Commission considering policies and procedures in place to support veterans and service personnel.	A specially appointed group of commission members.	TBD

Standing Items

Item	Description	Responsibility	Timescale
Crime and Disorder	Crime and disorder is considered annually by the Overview and Scrutiny Committee. In 2019 the Committee will review Community Safety Partnership Priorities.	Overview and Scrutiny Committee	TBD
Council Performance	The O&S Committee considers Council performance quarterly to inform workplan topic selection and provide feedback on performance indicators.	Overview and Scrutiny Committee	Quarterly
Budget	Budget is considered annually by the O&S Committee in line with the annual tax setting process.	Overview and Scrutiny Committee	Annually
Scrutiny Workplan	The Scrutiny Workplan is a standing item on the O&S Committee agenda. This allows the Committee to: monitor progress of ongoing reviews and consider new items for the Workplan.	Overview and Scrutiny Committee	Each meeting of O&S