

ASHFIELD DISTRICT COUNCIL



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

Agenda

Cabinet

Date: **Tuesday, 30th June, 2020**

Time: **10.00 am**

Venue: **[Ashfield District Council's YouTube Channel](#)**

For any further information please contact:

Lynn Cain

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01623 457317

CABINET

Membership

Chairman:

Councillor Jason Zadrozny

Councillors:

Kier Barsby
Tom Hollis
Rachel Madden
Helen-Ann Smith
John Wilmott

Samantha Deakin
David Martin
Matthew Relf
Daniel Williamson

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SUMMONS

You are hereby requested to attend a meeting of the Cabinet to be held at the time 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 Cabinet held on 23 March 2020. 7 - 12
4. **Covid-19 Response Update and Initial Recovery Plans.** 13 - 52
Key Decision
Leader of the Council: Councillor Jason Zadrozny
5. **Corporate Plan and Year End Position.** 53 - 88
Key Decision
Leader of the Council: Councillor Jason Zadrozny
6. **LGA Peer Challenge 2020.** 89 - 100
Non-Key Decision
Leader of the Council: Councillor Jason Zadrozny
7. **Review of Street Naming and Numbering Policy.** 101 - 120
Key Decision
Leader of the Council: Councillor Jason Zadrozny
8. **Policy for Discharging the Homelessness Duty into the Private Rented Sector.** 121 - 134
Key Decision
Deputy Leader and Portfolio Holder for Housing: Councillor Tom Hollis
9. **Affordable Housing Development - Sutton in Ashfield** 135 - 150
Key Decision
Deputy Leader and Portfolio Holder for Housing: Councillor Tom Hollis

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|--|------------------|
| 10. Corporate Risk - Year End 2019/20 Position. | Report to Follow |
| <u>Non-Key Decision</u>
Portfolio Holder for Customer Services and IT: Councillor Samantha Deakin | |
| 11. Introduction of Two Hours Free Parking in Town Centre Car Parks. | 151 - 158 |
| <u>Key Decision</u>
Portfolio Holder for Streets, Parks and Town Centres: Councillor David Martin | |
| 12. Draft Out-turn 2019/20 Accounts. | 159 - 174 |
| <u>Key Decision</u>
Portfolio Holder for Finance: Councillor Rachel Madden | |
| 13. Council's Insurance Arrangements 2019/20. | 175 - 180 |
| <u>Non-Key Decision</u>
Portfolio Holder for Finance: Councillor Rachel Madden | |
| 14. Contract for Procurement Services. | 181 - 186 |
| <u>Key Decision</u>
Portfolio Holder for Finance: Councillor Rachel Madden | |
| 15. Community Engagement Strategy. | 187 - 200 |
| <u>Key Decision</u>
Portfolio Holder for Health and Leisure: Councillor Kier Barsby | |
| 16. Leisure Transformation Programme. | 201 - 206 |
| <u>Key Decision</u>
Portfolio Holder for Health and Leisure: Councillor Kier Barsby | |
| 17. Towns Funding. | 207 - 210 |
| <u>Key Decision</u>
Portfolio Holder for Place, Planning and Regeneration: Councillor Matthew Relf | |

CABINET

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

on Monday, 23rd March, 2020 at 10.00 am

Present: Councillor Jason Zadrozny in the Chair;

In Attendance

Councillors Samantha Deakin, Tom Hollis,
David Martin and Helen-Ann Smith.

Via Phone Link

Kier Barsby, Rachel Madden, Matthew Relf, Daniel
Williamson and John Wilmott.

Apology for Absence: Craig Bonar.

Officers Present: Lynn Cain, Carol Cooper-Smith, Richard Crossland,
Ruth Dennis (via phone link), Theresa Hodgkinson,
Peter Hudson, Mike Joy and Paul Parkinson.

**CA.58 Declarations of Disclosable Pecuniary or Personal Interests
and Non Disclosable Pecuniary/Other Interests**

No declarations of interest were made.

CA.59 Minutes

RESOLVED

that the minutes of the meeting of the Cabinet held on 24 February 2020 be
received and approved as a correct record.

CA.60 Public Health Update

The Council's Corporate Leadership Team and Communications Officer gave
an update in relation to the Council's response to the Covid-19 outbreak as
follows:-

Chief Executive

Directors forming the Council's Corporate Leadership Team (CLT) were
recently reorganised to provide a lead on priority areas, as advised following
meetings with the Local Resilience Forum (LRF):-

Chief Executive and Director of Legal and Governance – Strategic Priorities;

Director of Place and Communities – Economic Priorities;

Director of Resources and Business Transformation – Council Services Continuity;

Director of Housing and Assets – Humanitarian Priorities;

Corporate Finance Manager (and S151 Officer) – Financial Priorities.

The Directors would also be using key third and fourth tier officers to co-ordinate work as required. In relation to Council Services Continuity, the Director of Resources and Business Transformation was currently working closely with Human Resources (HR) to ensure employees were supported appropriately throughout the crisis and to co-ordinate any redeployment requirements to ensure services levels were maintained as necessary.

Director of Place and Communities

The Economic Group had been set up the previous Friday and was currently ascertaining how local businesses could be supported both short and longer term, via the Government grants on offer. The Council's leisure centres had closed the previous week following instructions from Central Government and a meeting was due to take place with the D2N2 Board on Tuesday who were taking a regional lead in relation to support to businesses.

Documentation had been received outlining the basket of grants on offer to assist businesses through the crisis and further information was awaited regarding the setup for business rate relief. Keeping key businesses open and trading was to be a priority and Members were asked to keep officers updated of any changing circumstances with local businesses within their areas.

Director of Housing and Assets

The Humanitarian Group had already liaised with the County Council regarding the letters being sent out to the 1.5 million high-risk patients nationally and the shielding strategies being implemented. The County Council had agreed to share details of the high-risk patients within Nottinghamshire to enable the Council to contact those within the Ashfield District and offer support as required.

Most high-risk patients would already have agreed care packages in place but both voluntary organisations and the Council could simultaneously offer additional support by fielding enquiries and signposting accordingly. A team had already been earmarked to undertake these duties as and when required.

The County Council were taking the lead on Humanitarian priorities during the outbreak, in conjunction with the City and District Councils, and would be moving towards a single contact number and website for all enquiries going forward. Volunteers were already being requested and recruited to not only assist with managing these contact points, but to offer further support to local charities, groups and businesses as the need for assistance increased during the outbreak.

Letters would be posted out today to all residents within Council sheltered housing schemes to advise them of important contact numbers for emergency repairs etc. and any pertinent information regarding any agreed Covid-19 procedures as required.

Corporate Finance Manager (and Section 151 Officer)

The Council's main concerns at present were cash flow and any significant short-term financial implications. Of the £1.6 billion being allocated to local authorities by Central Government to help them respond to Covid-19 pressures across their services, Ashfield District Council was to receive £68,000 by the 3rd April, 2020.

The Finance Group would now be looking at how the funding could be allocated with a requirement to report back to Government with a breakdown of spend in due course. To assist the Group, the Service Manager for Revenues and Benefits would be presenting an analysis of how the funding could contribute towards the grants and rate reliefs currently assigned to claimants as required.

Communications Officer

The website was being updated daily to offer the most up to date support and guidance to Ashfield residents in relation to the Covid-19 outbreak. Residents were being encouraged to seek out information on all media channels including email, phone and social media and being signposted to the Government and NHS websites. Waste collection information was being updated regularly and advice for tenants, local businesses and rough sleepers was also currently available.

Coronavirus FAQs were due to be included on the website imminently and a call out for volunteers to contact the Council for signposting should they wish to offer their services to the voluntary sector during the outbreak.

CA.61 2019/20 Forecast Outturn for General Fund, Housing Revenue Account (HRA) and Capital Programme as at January 2020

Cabinet received a summary of the current forecast outturn in relation to the General Fund, Housing Revenue Account (HRA) and Capital Programme 2019/20 and requested to consider associated movements in reserves.

Members did not consider any alternative options.

RESOLVED that

- a) the current forecast outturn on the General Fund, Housing Revenue Account (HRA) and Capital Programme 2019/20 and the reasons for major variances as set out in Section 1 and 5 of the report, be received and noted;
- b) approval be given for the creation of two new reserves as set out in section 3 of the report;

- c) Council be recommended to approve the use of up to £400k of the Corporate Transformation Reserve to facilitate expedient progression of the Digital Services Transformation Programme (Section 4);
- d) subject to final outturn, the planned transfers to and from reserves as set out in Appendix 1 of the report, be duly noted and approved in principle.

Reason:

In accordance with the Council's Financial Regulations to report to those charged with Governance the financial position.

(During consideration of this item, Councillor Helen-Ann Smith left the room at 10.35am and returned to the meeting at 10.36am.)

CA.62 Leisure Transformation - Leasing of Leisure Centres to the New Operator and Appropriation of Land from the HRA Account

Members were requested to consider the lease requirements for the three Council leisure centres and to appropriate a small area of land within the Kirkby Leisure Centre site to enable works to commence as per the agreed timetable.

Members considered the alternative option of declining to approve the recommendations but this course of action was not commended particularly as the land needed to be within the General Fund to allow for construction of the new centre.

RESOLVED that

- a) authorisation be given to lease the three leisure centres: Kirkby new leisure centre and Lammas and Hucknall leisure centres, as part of the arrangements for the new operator contract;
- b) a small area of land within the Kirkby Leisure Centre site be appropriated from the Housing Revenue Account to the General Fund, as outlined in the report.

Reasons:

Leasing of the three leisure centres to the operator was a standard approach and formed part of the Sport England standard form of contract and the area of land required appropriation from the Housing Revenue Account as it was currently designated for potential use for housing.

CA.63 Social Value Policy and Initiatives

Cabinet were asked to consider the implementation of a Social Value Policy into all activities that the Council undertakes with the aim of ensuring that for every pound that is spent, the Authority will generate at least the same value in social return.

Members considered the alternative option of choosing not to adopt the proposed Policy but acknowledged that by doing so it would lose the opportunity to highlight and measure the social value being generated by its activities within the District.

RESOLVED

that that Council's Social Value Policy, as presented, be received and approved.

Reason:

The policy sets out the Council's commitment to social value and the added benefits that could be gained from projects and public procurement, specifically for the social, economic and environmental benefit of local people living in the local area. By understanding value created by projects, the Council is able to direct efforts to meet the needs of the local community and thus achieve the aspirational vision that the Council has for the District.

The meeting closed at 10.47 am

Chairman.

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Agenda Item 4



Report To:	CABINET	Date:	30 JUNE 2020
Heading:	COVID-19 RESPONSE UPDATE AND INITIAL RECOVERY PLANS		
Portfolio Holder:	THE LEADER OF THE COUNCIL, COUNCILLOR JASON ZADROZNY		
Ward/s:	ALL		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

This note provides the Cabinet with a summary of what the Council has done to respond to COVID-19, provides a comprehensive update of the COVID-19 decisions taken to date and also starts to explore arrangements for the recovery stage of this Major Incident.

Multi-Agency response arrangements through the Nottingham and Nottinghamshire Local Resilience Forum (LRF) had already commenced during late February 2020. However, in light of the growing national and international public health emergency, the LRF declared a Major Incident on 20 March 2020. The Prime Minister's unprecedented announcement on the evening of Monday, 23rd March 2020 reinforced the seriousness of the situation and led to the first phase of lockdown for residents, businesses and public services.

Over the following weeks various legislation has been passed in response to COVID-19 and numerous guidance notes have been issued, amended and reissued to local authorities which have informed our actions and response and continue to do so.

As we enter into a new phase of the pandemic with some lockdown restrictions being removed or relaxed, the LRF and the Council locally must start to consider what needs to be done in order to recover and adapt to a "new normal".

Recommendation(s)

Cabinet is asked to :

1. Note the way the Council has responded to the COVID-19 pandemic to date, in particular the fact that the Council has delivered all essential Council services in full, along with other priority services and additional COVID-19 responsibilities;
2. Note and endorse the COVID-19 related Executive decisions taken to date as set out in Appendix C;
3. Approve the extension of free Town Centre parking until 7 September 2020;
4. Approve the initial approach to the recovery phase of the pandemic;
5. Approve the Recovery Strategy as set out in Appendix D;
6. Recommend to Council:
 - a) The establishment of a new COVID-19 Response and Recovery Scrutiny Panel made up of 7 Members including a Chair and Vice-Chair (to be reviewed at the AGM in May 2021);
 - b) The Terms of Reference for the COVID-19 Response and Recovery Scrutiny Panel as set out in the report at Appendix E;
 - c) To make appointments to the COVID-19 Response and Recovery Scrutiny Panel in accordance with political balance;
 - d) To confirm the positions of Chair and Vice-Chair of the COVID-19 Response and Recovery Scrutiny Panel are to receive the same Special Responsibility Allowance as the Scrutiny Panel Chairs and Vice-Chairs (£5,956 and £1,687 respectively), subject to having consulted with the Independent Remuneration Panel.

Reasons for Recommendation(s)

It is important to recognise the efforts of the Council in respect of its response to the COVID-19 pandemic and the delivery of critical and additional services during this difficult time.

It is best practice to note and endorse governance and decision-making processes utilised during the COVID-19 crisis.

As we enter into a new phase of the pandemic with some lockdown restrictions being removed or relaxed, the Council locally must start to consider how it will support its communities, businesses and employees in order to recover and adapt to a "new normal".

Creating a focussed Scrutiny Panel in relation to the Council's response and recovery to COVID-19 ensures dedicated and robust arrangements are in place for this unprecedented situation when the Council must ensure it performs a leading role in supporting its communities, businesses and its employees.

Alternative Options Considered

Cabinet may consider alternative arrangements in relation to the recovery approach of the Council.

Detailed Information

1. RESPONSE TO COVID-19

Response Structures

Ashfield District Council as a statutory Category One Responder under the Civil Contingencies Act 2004 works with multi agency partners through the Nottingham and Nottinghamshire LRF (LRF) when dealing with Major Incidents.

The Covid-19 Pandemic was declared a Major Incident on 20 March 2020 by the LRF.

The Strategic Coordinating Group's (SCG) aim is to ensure the effective co-ordination of the multi-agency response and recovery in the Nottingham and Nottinghamshire LRF area to the Covid-19 outbreak. The Director of Legal and Governance (Monitoring Officer) has attended the SCG meetings for the Council.

The overarching principles for the LRF's response and recovery is to:

- Save and protect human life
- Contain the emergency – limit its escalation or spread, and mitigate its impacts
- Provide the public with proportionate advice and information, in line with national advice and guidance
- Restore life to a new normality, for as many people as possible, as fast and as fairly as possible
- Ensure plans are in place to maintain normal services at an appropriate level should the situation escalate
- Reduce harm
- Protect the health and safety of all staff

As a consequence of the complexity of the Major Incident, an extensive LRF structure was put in place underneath the SCG to manage and monitor the crisis across the County and City. The operational structure beneath the SCG was made up of numerous cells covering health, humanitarian support, economy, finance, communications and a dedicated Local Authority cell was also established; a number of these groups had sub-groups to deal with specific issues. As an early action, the SCG agreed a list of Tier 1, Tier 2 and support services which members confirmed were the minimum essential for delivery by all Local Authorities. **This list is at Appendix A.** Ashfield District Council prioritised these services and also delivered other services which were deemed a priority by Members and the Community. It should be noted at the outset, that Ashfield was the only Council within Nottinghamshire which consistently delivered all the Tier 1 and Tier 2 services in full.

The Council has been (and continues to be) represented on all these LRF cells. Within the Council, each Corporate Leadership Team (CLT) member under the leadership of the Chief Executive, took on responsibility for the range of Tiers 1 and 2 and support service essential service delivery issues and membership of the LRF cells.

At a local level, CLT has had weekly discussions as part of its usual meeting structure with interim information and updates being cascaded on a daily basis through ad hoc meetings, telephone calls, e-mails, all staff messages and blogs. The Leadership Group has received weekly updates and Members have received regular briefings/FAQs. An internal COVID-19 Incident Management Team (IMT)

made up of the Chief Executive, Directors, Service Managers and relevant officers has been meeting on a weekly basis, although this will now move to a fortnightly meeting schedule as we transition into the recovery phase. The objectives of the IMT are:

- Meeting our duty of care to staff, Members, partners, visitors and the community to provide for their safety and health (as far as is reasonably practicable)
- Securing continued service delivery for customers with a focus on critical services
- Securing delivery of the Nottingham and Nottinghamshire LRF's response

The Chief Executive has taken part in a plethora of conference calls with Nottinghamshire Chief Executives, East Midlands Councils, Local Government Association, Ministerial webinars, the Ministry for Housing, Communities and Local Government, District Councils Network.

Arrangements both locally and across the LRF have recently been reviewed to take account of the dynamic nature of the response and to start to focus on the work required to support the recovery phase (set out in more detail below).

Coronavirus Act 2020

The Coronavirus Act 2020 received Royal Assent on 25 March 2020. The Act has extensive schedules setting out a wide range of powers giving a framework to life under lockdown. Some of the schedules to the Act include emergency financial support measures, staffing numbers for health care, registration of social workers, enforcement powers for social distancing, the operation of the Courts, registrar and coronial services, the holding of virtual council meetings and the postponement of elections. Regulations have underpinned the details of the framework.

National and Local Data

Members will be aware of the national figures for diagnosed COVID-19 cases and the number of COVID-19 related deaths which are reported on a daily basis. At the time of writing, COVID-19 related deaths stood at 42,632 [21 June 2020].

As of 17 June, measured by a 7-day rolling average, the UK daily death rate stood at below 150 for the first time since March, down from 300 three weeks ago, and down from a peak of 943 on 14 April.

Public Health England published a report relating to "*Disparities in the Risks and Outcomes of COVID-19*" on 2 June 2020. This report is a detailed analysis of the disparities in risks and deaths in relation to age and sex, geography, deprivation, ethnicity and occupation. The largest disparity is in relation to age with over 80s being seventy times more likely to die if diagnosed with COVID-19 than those under 40. The risk of dying from COVID-19 is higher for males than females. Those in deprived areas are more likely to be diagnosed and die from COVID-19 than those in the least deprived areas. Black, Asian and minority ethnic (BAME) Groups are more likely to be diagnosed and die from COVID-19 than those from white ethnic groups.

Office for National Statistics (ONS) data up to 8 May 2020 is showing that deaths in care homes account for 27% of COVID-19 deaths. In care homes, between 20 March and 7 May it is estimated there were 20,457 excess deaths.

ONS data by Local Authority is showing that up to 5 June 2020 there were 136 COVID-19 related deaths in Ashfield compared to 871 deaths for the same period in total.

It should be noted here that we lost the then Chairman, Councillor Anthony Brewer to Coronavirus in April.

Current Government Guidance

Following Government guidance and legislation in the initial stages of the pandemic and as a consequence of the lockdown restrictions put in place on 23 March, the Council took a series of decisions (further detailed below and in **Appendix B**) including:

- Cancel Council and Committee meetings and other non-essential meetings
- Close its buildings to the public (the DWP appointment only at Urban Road)
- Close Community Centres
- Close public areas in sheltered courts
- Cancel planned community events
- Suspend evictions from social housing accommodations
- Council Leisure Centres were closed
- Cease all non-priority housing and asset work/repairs
- Close indoor and outdoor markets (except for those selling food)
- Close play grounds
- Provide free Town Centre parking
- Meetings were moved on to digital platforms, eg Zoom, Teams, Webex, once the legislation permitted virtual meetings
- Staff who could work from home, were asked to work from home. Those staff with underlying health conditions were sent home immediately.

Members will be aware that the government updated their guidance on 10 May to **Stay Alert**.

This means you must:

- stay at home as much as possible
- work from home if you can
- limit contact with other people
- keep your distance if you go out (2 metres apart where possible)
- wash your hands regularly
- Self-isolate if you or anyone in your household has symptoms.

From 1 June:

- we can spend time outdoors, including private gardens and other outdoor spaces, in groups of up to six people from different households, following social distancing guidelines
- those who are shielding may spend time outdoors once a day. This can be with members of their own household or, for those shielding alone, with one person from another household following social distancing guidelines

You cannot:

- visit friends and family inside their homes
- stay overnight away from your own home, except for in a limited set of circumstances, such as for work purposes
- exercise in an indoor sports court, gym or leisure centre, or go swimming in a public pool
- use an outdoor gym or playground

- gather outdoors in a group of more than six (excluding members of your own household)

From 1 June, some schools began to reopen as did outdoor markets and car showrooms.

At his Press Conference on 10 June 2020, the Prime Minister announced that from the 13 June adults living alone or single parents with children under 18 could form a “support bubble” with one other household. This change is not available for those who are shielding.

From 15 June all non-essential retailers - from department stores to small independent shops – were able to reopen in England if they put in place social distancing measures. From 15 June outdoor attractions could open up including where people can stay in their cars, such as safari parks and drive-in cinemas. Places of worship were also able open from 13 June for individual prayer.

On 22 June, the Government announced that people who have been shielding can meet outside with up to 6 people following social distancing guidelines and if they live alone they can create a bubble with another household. It was also announced that people will no longer be advised to shield from 1 August.

As set out in Government’s roadmap, the next set of changes will not begin until 4 July at the earliest, as the evidence allows. The next phase would include plans to allow pubs, restaurants, hairdressers, hotels and cinemas to open, as long as they can meet social distancing measures. However, indoor public spaces such as beauty salons, where social distancing may be difficult, could reopen "significantly later", depending on the rate of infection.

Council Services

Council employees have worked tirelessly through these tough few months. As stated above, Ashfield is the only Council within Nottinghamshire which has delivered **all essential Council services** in full, along with other priority services; as well as this, employees have volunteered for roles outside of their normal duties, for example, Humanitarian work, Environmental work including cemeteries and Waste Collection. Councillors have continued to undertake their community role with enormous enthusiasm to support the residents and businesses of Ashfield.

Government has placed additional responsibilities and duties on the Council to undertaken new, specific COVID-19 related work in order to support the District such as undertaking thousands of welfare calls and visits to vulnerable people, advising businesses on social distancing requirements, paying grant monies to businesses. Some of this work is set out below in more detail.

Appendix B provides a visual summary of some of the work of the Council during the COVID-19 crisis to date.

Business Grants and Support

At the start of the pandemic, Government published a range of support measures on its dedicated website: <https://www.gov.uk/coronavirus/business-support>. These were a combination of finance and other types of support.

Council officers have worked hard to help support our local businesses who are facing financial difficulties as a result of COVID-19.

Based on the guidance issued by the Government the Council has issued revised business rates demands of zero for the financial year 2020/21 for those businesses who are eligible for business rates relief due to coronavirus. The Government will meet the full cost of this relief which for Ashfield is estimated to be circa **£10m**.

Small Business Rates and Retail, Hospitality and Leisure Grant funding

Guidance for the Small Business Retail, Hospitality and Leisure Fund was published in March and the Council was allocated **£22.284m** based on the number of Ashfield businesses the Government believed to be eligible for grant payments in March. The Leader wrote to all 1,800 businesses which were eligible (according to ADC's Business Rates database) for the grant and invited them to apply. Businesses who qualify for these grants have received (or will receive) grant payments of either £10k or £25k dependent upon the type of business and the rateable value of their premises. As at 22 June the Council has paid out **£17.855m to 1,598 eligible businesses**, we continue to process further applications. We believe there are now 102 remaining eligible businesses who are yet to apply and Members have been undertaking visits to premises to encourage application.

Discretionary Grants Fund

Guidance for the Discretionary Grants Fund was published in May. The Council was allocated **£1.078m** to help fund local businesses with fixed property costs who were not eligible to apply for grants from the Small Business Grant Fund or the Retail, Hospitality and Leisure Fund.

A Nottinghamshire-wide scheme has been designed and went live on our website on 2 June. The closing date for applications is 19 June. An Officer Panel will meet to confirm the businesses whose applications meet the criteria and those eligible will be contacted for bank details and payments will be processed in June. At the closing date of 19 June the Council had received 120 applications.

Reopening High Streets Safely Fund

Guidance for the above fund was issued in June. The Council received **£114,527** in capacity funding that can be spent on:

- Support to develop an action plan for how the local authority may begin to safely reopen their local economies
- Communications and public information activity to ensure that reopening of local economies can be managed successfully and safely
- Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely
- Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely

A Cross Council working group was immediately set up and a detailed action plan for the short, medium and long term has been developed. The Council will need to record details of eligible costs incurred and submit claims and following validation, payment will be received.

Hardship Funding

The Council has received grant funding of **£1,383,514** to support economically vulnerable people and households with the expectation that the majority of the hardship fund will be used to provide council tax relief, alongside existing local council tax support schemes.

In accordance with the guidance the Council has provided all recipients of working age local council tax support ('LCTS') during the financial year 2020-21 with a further reduction in their annual council tax bill of up to £150 and revised council tax demands have been issued. As the pandemic continues more and more people are seeing changes to their financial circumstances and as a consequence may become eligible for this support and will receive revised council tax demands with this loss of council tax income being met from this funding allocation.

Covid-19 Funding

The Council has received two tranches of funding with a total value of **£1,351,127** to meet additional costs and lost income pressures arising as a consequence of the Covid-19 pandemic. Details of additional costs and lost income are being collated weekly and these are reported through to Government on a monthly basis. It is still unclear whether the Government will be providing further funding to mitigate any permanent loss of Council Tax, Business Rates and Housing Rents or whether the Government will meet any COVID-related costs and lost income in excess of the amount of funding already allocated.

Humanitarian Assistance - Ashfield Hub

During the first few weeks, Council officers contacted over 55 Voluntary and Community Sector (VCS) organisations, plus foodbanks, supermarkets and local shops to establish what support was available in Ashfield. All organisations were encouraged to sign up to the community hub. They have played a very important role in supporting Ashfield residents. The support includes food parcels, shopping, medicine collection and befriending services.

Officers made links between supermarkets and foodbanks, to ensure no food went to waste, and was distributed fairly across the foodbanks in Ashfield. Food from the Nottinghamshire Hub has been distributed across all food banks. Officers promoted the NCC Covid-19 Community Fund, and where appropriate, supported organisations to apply. To date, over £70,000 has been awarded to organisations who either work solely in Ashfield or have Ashfield as a priority area.

The Council awarded £10,000 to help continue the efforts of organisations who very quickly adapted their offer to ensure the needs of vulnerable residents in Ashfield were met.

Activity packs and Little Bags of Sunshine have been distributed through schools and foodbanks in Ashfield's priority places. Love Leamington packs were developed and distributed in the Leamington area, in partnership with First Art, and families were encouraged to stay active together through Feel Good Families.

190 cases to the Nottinghamshire hub have been resolved by our Housing staff e.g. provided with advice/support/signposted, whilst Ashfield's cross-Council Humanitarian Team have delivered 105 emergency food parcels to Extremely Vulnerable Persons (EVPs).

150 food parcels received from the Red Cross have been distributed to Food Banks and homeless persons across the District. In addition to this, there have been further supplies from NCC which we have passed onto food banks including fresh vegetables (grown and donated by Nottingham Trent) salad stuff, nappies, personal items e.g. deodorants, shampoo, bread.

100 Easter Eggs donated by ALDI were delivered to Food Banks and to vulnerable families with young children.

15,147 letters have been sent out to vulnerable residents across the District by the Council advising of the support available. This includes the 3,190 letters sent to tenants aged 50-70 advising of NCC telephone number, 334 to sheltered courts and 11,623 letters to the elderly where we held dates of birth on our various computer systems.

We have telephoned 1,396 Lifeline customers to offer support and assistance.

Housing and Community Protection Officers have also carried out 7 physical welfare checks. These are undertaken as and when NCC have not been able to make contact.

Action is underway by the ADC Humanitarian volunteers, to call 2,600 vulnerable residents based on health and national data, in order to confirm if they need help or support or are managing under their own means. This will involve door knocking if the resident cannot be contacted by phone after several attempts.

Housing Options

Since 'lockdown' the Housing Options Team has carried out 90 assessments placing 44 households under the relief duty and 22 under prevention.

Of those under the relief duty, the Council has accommodated 37 households since 23 March. This includes 10 families and 27 single applicants. Sadly, 6 households in temporary accommodation were fleeing domestic violence

The catalyst for accommodating many of the single applicants was The Ministry of Housing, Communities and Local Government direction 'everybody in'. All rough sleepers from the original cohort have either been accommodated or have had an offer of accommodation.

On a further very positive note there have been considerable successes and positive outcomes for applicants. 19 of the single households have been moved onto longer term accommodation such as supported accommodation with the YMCA. In addition, despite restrictions, an additional 8 households have been assisted into privately rented accommodation with financial assistance from the Council through the bond guarantee scheme and homelessness prevention fund. Casework such as family negotiation has also enabled a number of households to remain in their existing accommodation.

Housing Repairs

There has been a 33% reduction in repair calls compared to the equivalent months last year, but a 54% reduction in physical repairs due to Government restrictions on the service.

The repair teams have shown tremendous resilience in still going in to people's homes throughout the lockdown period, and have undertaken just over 2,700 repairs over the last 11 weeks.

The completion of gas servicing was the department's most significant risk due to both health and safety concerns for residents as well as the need to remain legally compliant. Amazingly, 1,159 gas services have been carried out over the period with only 11 households exceeding their anniversary date.

The team are almost up to full service as of 8 June and are currently focussed on the backlog of repairs.

Waste Services (including Bag It)

Waste Services has consistently delivered services through Covid-19, and the only local authority in the County to do so. With some reductions in staff numbers due to self-isolation or sickness, support has been provided by Environmental Services and agency resource; service adaptations have enabled crews to social distance. Crews collect an average of 1,200 bins per round.

The service delivered a 'Bag It' campaign to support residents. The campaign collected additional bagged waste at the kerbside totalling 388 tonnes from across the District.

The crews received a great deal of support and thanks from residents, including an excellent poem from Martha Kirk, a year 10 student from Ashfield School. The crew met with Martha to thank her for her poem and presented her with a voucher for free swim and skate at the Lammas Leisure Centre when it reopens after COVID.

These important Waste initiatives have been instrumental in reducing the level of fly tipping in the District.

Environment Green Spaces/Town Centre Operations

Environmental Services have provided resource to waste and burial services, and have continued to deliver all aspects of street cleansing, emptying over 1,000 litter bins, keeping town centres and parks clean, litter picking on estates and carrying out weed control to keep the District looking tidy. Grass cutting on highways, housing estates and parks is taking place.

The team have developed a garden area at Kings Mill Reservoir which accompanies their 'Thank You' message to the NHS. At this site the team have carried out a significant amount of tree work and maintenance and have worked collaboratively with the Mill Waters project.

Cemeteries

The Council has been able to maintain full service provision with support from the Environment Team as sickness and self-isolation of employees in the service reduced capacity. Following a 62% increase in burials in Ashfield in April, service demands have now reduced to a more stable position that reflects similar numbers compared to last year.

Ashfield has collaborated with colleagues and partners from the bereavement sector across the County, including NHS, Funeral Directors, Registrars and Councils to scale up services to support residents. From supporting the development of the Crown Farm Site, to adjusting booking and administration processes and increasing capacity in operations, Ashfield has played its part in managing these sensitive services through extremely challenging times.

Markets/Free Car Parking

The Council suspended all parking charges for town centre car parks during lockdown to date.

The Idlewells Indoor Market has remained open for food supplies, with stallholders selling fresh fruit, vegetables, fish and meat. The stallholders have provided a delivery service which has been invaluable for many older customers who have been shielding. The indoor market reopened for non-essential traders from 15 June with all but three stalls trading in some form.

The outdoor markets reopened from 1 June with social distancing measures in place, for example some stalls have been relocated to create space for queues for shops. This has been in consultation with traders and has been generally well received.

Community Safety

The Council's Community Protection Officer (CPO) team have provided a visible presence in undertaking patrols in hotspot locations in collaboration with Nottinghamshire Police, Environment, Housing and direct reports made to the Council in our parks, estates, town centres and cemeteries. They have undertaken a range of activities to support our communities and ensure the safety of our residents, including engaging and educating groups that may not be complying with social distancing, addressing bonfires and waste on land, supporting the Environment Team in problem solving activities to maintain distances, secure play equipment gates, deliver food parcels and undertaking welfare checks.

Anti-Social Behaviour (ASB) caseworkers have maintained contact and continued to visit residents to ensure residents are supported, evidence is gathered and case work maintained. During the last three months 192 new ASB cases have been created following triage assessment and 124 cases closed.

The Complex Case Team has continued to support complex, vulnerable residents throughout the pandemic and supported 29 complex cases that has contributed to homeless prevention, drug/alcohol support, benefit support, domestic abuse and safeguarding. This has taken the form of ongoing casework for live cases and supporting transactional demands for vulnerable residents such as delivering food parcels and welfare checks and providing mental health support to complex residents via our seconded Community Psychiatric Nurse.

Environmental Health

The Council's Environmental Health team has been heavily involved in ensuring the safety of residents and businesses through proactively engaging with businesses prior to clarification on emerging regulations and also compliance with regulations during the pandemic. The team called over 800 businesses to provide advice and guidance on business closures and social distancing and safe practices.

The team is now involved in the County's Local Outbreak Control Plan development. Local Directors of Public Health are responsible for producing the plans by the end of June.

Support Services

Our support services continue to provide key support to the critical services across the Council to ensure critical and COVID related services have been delivered. Briefly, some of the support provided includes:

- Finance – supporting the delivery of grant funding whilst ensuring the Annual Statement of Accounts is ready on time
- Corporate Communications – have played a vital role in ensuring employees, Members and the public are kept informed of up to date information and guidance in relation to COVID-19
- Democratic and Scrutiny Services – have provided ongoing support to Members and successfully introduced virtual Council and Committee meetings
- IT – have enabled employees to work effectively from home and have assisted in introducing virtual Council and Committee meetings

- Legal Services – continued to provide advice in relation to new COVID-19 related legislation and also in respect of the legal implications of COVID-19, for instance in respect of contractual relationships and data protection
- Risk and Emergency Planning – have provided health and safety advice as teams revised safe systems of work, they have introduced PPE Guidance and are currently working on the 'COVID-19 Secure' workplace risk assessment to ensure the working environment remains safe in preparation for more people returning to the workplace
- Assets – have made sure the offices have remained clean and safe for staff and are currently working on introducing building safety measures such as signage and one-way systems
- Shared HR Service – has provided ongoing advice and support to employees including COVID-19 testing arrangements and wellbeing support

What Went Well?

The Pandemic and subsequent lockdown meant that Council Members, management and all staff had to immediately mobilise along a heightened set of priorities and new LRF regional infrastructure requirements.

As the Council transitions into the recovery phase of this Major Incident, the Council has started to reflect on how it has responded to the crisis so far. The following highlights some of the successful ways the Council has responded to the pandemic:

- Provision of all essential services throughout Tier 1 and 2, along with support services. Staff mobilised to deliver new COVID Services: for example, Humanitarian support and business grants.
- CLT leadership established a management structure to deliver. Cross Council groups were set up and were quick to mobilise. Volunteer call out led to 100 staff coming forward. We made active use of redeployment, for example, environment staff to waste, CPOs to environment and cemeteries.
- IT Support for 200 staff working from home remotely, as well as the need to establish virtual meetings for all staff and Members.
- People continued to work from the office where needed in a safe environment
- Customer focused approach and a shift to IT based customer service. Customers have either been very understanding and/or have embraced the new approach
- Strong Member roles and their community leadership
- Communications to staff were regular and consistent with no mixed messages
- We held a virtual AGM, one of the first Councils in the country to do so
- Voluntary sector stepped up and managed the front line of humanitarian support
- Excellent team working, working together as One Council
- Full ADC engagement in LRF process and its plethora of cells and groups
- Full staff engagement in delivery; lower sickness levels than usual
- “Business as usual” - Covid plus day job - major projects still being delivered; for example, Leisure Transformation, green spaces projects
- Tier 1 and 2 gave us greater clarity of purpose and decision making
- Data gathering and collection of detailed information and intelligence
 - Decision making processes
 - Finance/ Delta returns to the MHCLG
 - Homelessness intelligence - “everyone in” policy
 - Staffing: daily statistics of attendance, sickness, COVID-19 and self-isolation
 - Businesses and support offered
- Proactive Communications to Members, staff and to the public through a variety of means: email, internet, intranet, social media

2. EXECUTIVE DECISIONS TAKEN AS A RESPONSE TO COVID-19

The legal requirements for good governance and decision-making have not changed as a result of COVID-19. Normal delegations to Committees, Portfolio Holders and Officers remain in place as detailed in Part 3 of the Council's Constitution. The Leader of the Council can exercise ALL Executive powers. The Leader of the Council has delegated ALL Executive Functions to the Chief Executive. In circumstances where an emergency threatens to take critical systems or services off line or out of action, the Chief Executive can exercise all necessary powers to ensure the continuity of operations and core Council business.

During the initial stages of the pandemic when the pace of Government direction was rapid and ever changing, decisions were often taken urgently and with immediate effect as a direct consequence of this Government direction/legislation. As such, some decisions at the outbreak of the pandemic were taken without full written reports being prepared in order to comply fully with the legal position or guidance. These decisions were taken by the Leader or the Chief Executive or by the relevant Chief Officer under the direction of the Chief Executive pursuant to their delegated powers.

While Portfolio Holders have not been able to visit the offices, discussions relating to decision making have been made electronically / over the phone and electronic signatures / e-mail confirmation to decisions has been utilised.

A log of COVID-19 related Executive Decisions taken to date is attached as **Appendix B** for noting and endorsement by Cabinet. The log will be maintained going forward to ensure a corporate record is maintained.

On 25 March, the Leader of the Council took the decision to provide free car parking in Town Centres in order to support businesses and key workers. Cabinet is asked to approve the extension of free car parking in town centres until 7 September 2020. A report elsewhere on the Cabinet agenda will consider car parking further.

As referenced above, the Coronavirus Act 2020 and associated Regulations have made it possible to hold virtual Council, Cabinet and Committee meetings since 5 April 2020. The normal rules relating to the publication of the agenda 5 clear days in advance of the meeting still apply. The public still has to be able to see or hear the meeting taking place live. The Council held its first virtual meeting (the AGM) on 23 April. The Council's virtual meetings have been streamed live on our YouTube channel and the public has been able to participate in planning meetings. The rules relating to publication of key decisions and the call in procedures for Executive decisions remain in place as does the ability to take and implement urgent decisions under the Access to Information Procedure Rules 15 and 16 and Overview and Scrutiny Procedure Rule 13 (Part 4 of the Constitution).

3. RECOVERY – INITIAL PLANS AND DRAFT STRATEGY

The COVID-19 crisis has had a significant impact nationally and across the District. The focus to date has been on the immediate coordinated response to support the District during the lockdown period as detailed above. Although this work will continue for some time, preparations are now underway to manage the relaxation of lockdown in accordance with the government phased approach and guidance, and to start looking ahead to the longer term issues and challenges that the District will face.

The recovery phase will see the Council support and coordinate the process of rebuilding, restoring and rehabilitating the emotional, social, economic and physical wellbeing of the community, businesses and the Council's employees.

The Draft Recovery Strategy is attached as Appendix D for consideration and approval by Cabinet. It is recognising this is a dynamic and evolving process and the Strategy may therefore require amendment during the course of the recovery phase.

The Council's recovery plan will cover two main strands:

- **Ashfield as a Place – Community and Economic Recovery**

Supporting the community and businesses in achieving stability and a new normality following COVID-19, assisting in rebuilding, restoring and rehabilitating the community's emotional, social, economic and physical wellbeing; and

- **The Council – Organisational Recovery**

Assessing the impact of COVID-19 on Council services, finances and employees and planning for its future financial resilience and how it will need to operate differently.

This work will be undertaken in a way which fully involves all stakeholders in order to develop the best possible forward plans, including our employees, residents, businesses and the voluntary sector.

Recovery Structure

In order to ensure the Recovery Phase of the incident is driven forward and monitored on a regular basis, an officer Recovery Group has been established as set out below:

- ❖ Chief Executive – Chair and Strategic Lead
- ❖ Director of Legal and Governance – ADC's Representative on LRF's RCG and Lead for Legal and Governance Sub-Group
- ❖ Director of Housing and Assets – Lead for Housing and Communities Sub-Group
- ❖ Director of Resources and Business Transformation – Lead for Council Services Sub-Group
- ❖ Director of Place and Communities – Lead for Economy Sub-Group
- ❖ Corporate Finance Manager (S151 Officer) – Lead for Finance Sub-Group
- ❖ Senior Communications Officer – Lead for Communications

Initially the Recovery Group will meet weekly as part of a dedicated item on the Corporate Leadership Team agenda. The frequency of meetings will be reviewed during the recovery process.

It is envisaged that each Sub-Group will adopt its own terms of reference or objectives in line with the corporate approach along with carrying out relevant impact assessment work and recovery plan each of which will feed into the overarching Council Recovery Plan.

Recovery Objectives

- ❖ Create a comprehensive overview of local impacts and opportunities by carrying out Impact Assessments for the community, businesses and Council Services.
- ❖ Develop a Recovery Action Plan to address all impacts set out within the Impact Assessments.
- ❖ Help to shape the future vision for the District.

- ❖ Identify potential funding sources to support recovery and ensure communities and businesses can access the support that is available.
- ❖ Establish close links with central government and maintain these throughout the recovery process.
- ❖ To contribute as an active partner in the Nottingham and Nottinghamshire Local Resilience Partnership throughout the recovery process.
- ❖ Ensure the communities, businesses, partners and Council employees are fully involved in the recovery process.
- ❖ Establish a pro-active and integrated framework of support to businesses and others on the financial and commercial implications of the emergency.
- ❖ Ensure effective communications, building confidence and trust in recovery plans with stakeholders, communities, businesses and Council employees utilising collective channels and resources.
- ❖ Ensure effective protocols for political involvement and liaison (local and Parliamentary).
- ❖ Develop an exit strategy to ensure that recovery efforts can effectively become part of mainstream delivery.
- ❖ Identify best practice and lessons learned in order to support recovery and reduce the impact of similar incident scenarios occurring again where possible. This will involve engaging with Nottingham and Nottinghamshire Local Resilience Partners, other stakeholders and central government.

Approach to Recovery

Recovery needs to be done with businesses, the community and Council employees not to them.

- ❖ The Recovery Action Plan will be developed and delivered with full engagement with communities, businesses, the voluntary sector and Council employees, having conversations about the challenges ahead and ensuring that people are put first and that those most affected are not left behind.
- ❖ The Council will provide visible and strong leadership during the recovery phase.
- ❖ The Council will support and co-ordinate the process of recovery ensuring local communities, businesses and Council employees adjust to a new normality.

As part of the recovery phase, the Corporate Plan has been reviewed to take account of the impacts of COVID-19 and with a forward look to potential recovery plans. The refreshed Corporate Plan appears elsewhere on the Cabinet agenda for approval.

The Recovery Action Plan will be monitored by CLT, Cabinet, Scrutiny and Audit Committee (see below for details on the role of Scrutiny and Audit Committee).

The Council's Corporate Risk Register has been reviewed (and will be kept under review) to take account of impacts and increased risks as a result of COVID-19. The Corporate Risk Register appears elsewhere on the Cabinet agenda for noting and approval.

Role of Scrutiny in Recovery

Scrutiny is a strategic function of the Council, central to corporate governance, and an important part in the decision-making process. It provides Councillors not in decision-making roles with the opportunity to publicly hold to account Cabinet, and to investigate issues of interest and relevance to local people.

As with many of the Council's services, the role and approach of the scrutiny function will need to be appropriately altered alongside the COVID-19 crisis and during the recovery period.

Centre for Public Scrutiny Guidance

The Centre for Public Scrutiny is a national centre of expertise on governance and scrutiny, who work to promote the benefits and value of scrutiny and good governance. It has released a series of online guides designed to support councils on governance and scrutiny during COVID-19 and throughout the aftermath. The guides are intended to support councillors and officers on managing some of the challenges associated with the COVID-19 crisis.

The guides outline the importance of continued, robust member-led scrutiny during the COVID-19 crisis and sets out an approach to provide that scrutiny in a way that is proportionate and fits within the constrained resources that councils will have at their disposal.

The guides state that maintaining a form of scrutiny in the current crisis, and during the recovery process, is critical for several reasons:

- Substantial decisions will be being made which are likely to have an impact on the lives of residents and the places they live
 - The Council and its partners should be trying to draw on the perspective of as broad as possible a range of people as it responds to the crisis
 - Councillors have a vital role in feeding into and bolstering the COVID-19 response in the communities they serve, and the scrutiny function provides a mechanism for this work to feed into broader strategy
- The COVID-19 crisis will not be ending any time soon
- Scrutiny can consider how well partners are working together, overseeing the systems that contribute to smooth, effective decision-making, and bringing influence to bear on disagreements or blockages
 - There will be services in the local area exposed to unique pressures. Scrutiny can productively keep a watching brief on council and partner action on these matters
 - Scrutiny can act as a conduit for community experiences. Local people will feel isolated, and Members will be doing their best to provide support and assistance at ward level. Councils need a way of understanding how these trends are developing, and scrutiny can be a convenient way to draw those insights into the Council's corporate work.

The Centre for Public Scrutiny maintain that scrutiny can play a strong role in the debrief activity in the aftermath of the crisis.

Council Finances and Scrutiny

The final guide published by the Centre for Public Scrutiny covers the principal financial challenges for councils during and following the COVID-19 crisis, suggesting proportionate mechanisms by which scrutiny can work closely with the Council's Audit Committee to ensure that an understanding of finance and budget matters is built in to scrutiny work.

Scrutiny working in partnership with the Council's Audit Committee, will need to be able to:

- Know and understand the Council's method of financial reporting
- Understand how the Council is using financial information to inform decision-making
- Understand how financial information is being used to influence how risk is managed and mitigated

In order to ensure the Council's Scrutiny in relation to COVID-19 is robust and focussed, it is proposed to recommend the establishment of a new COVID-19 Response and Recovery Scrutiny Panel to Council. A draft terms of reference for the Panel is attached as Appendix E for approval by Council. It is suggested that the Panel will review the Council's response to the pandemic and take an active role in respect of the Council's recovery plans as requested by the Cabinet or as agreed by the Overview and Scrutiny Committee as part of the Scrutiny Workplan, including the Council's approach to the reform of local government services, including the future structure of local government in Nottinghamshire. It is recommended that the Panel be made up of 7 Members who are appointed in accordance with the requirements of political balance (**Section 15 of the Local Government and Housing Act 1989**). The Council is asked to approve Special Responsibility Allowances for the roles of Chair and Vice-Chair which it is expected will be aligned with those of the existing Scrutiny Panels (£5,956 and £1,687 respectively), subject to having consulted with the Independent Remuneration Panel.

Implications

Corporate Plan:

Our Purpose

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

Our Values

- People focussed – putting people at the heart of what we do
- Honest – being honest with people in an open and professional way
- Proud – being proud that Ashfield is a positive place to live, work and visit
- Ambitious – we are ambitious about Ashfield's future

Legal:

Ashfield District Council is a statutory Category One Responder under the **Civil Contingencies Act 2004** and works with multi agency partners through the Nottingham and Nottinghamshire LRF when dealing with Major Incidents.

Emergency and Urgent Decision powers are set out in the Council's Constitution as outlined above.

Emergency Financial Decisions:

- **Urgent Decisions outside the Budget or Policy Framework (Part 4 of the Constitution):**

The Executive, the Leader or Portfolio Holder or Chief Officers may take a decision which is contrary to the Council’s policy framework or contrary to or not wholly in accordance with the budget approved by Council if the decision is urgent. A decision is urgent if:

- a) It is not practical to convene a quorate meeting of the Council; and
- b) The Chairman of the Overview and Scrutiny Committee agrees that the decision is urgent.

- **Section 138 Local Government Act 1972**

Where an emergency or disaster involving destruction of or danger to life or property occurs, is imminent or there is reasonable ground for expecting such an emergency or disaster and it is likely to affect the whole or part of the District or its residents, the Council may:

- a) Incur such expenditure as they consider necessary in taking action themselves; and
- b) Make grants or loans to other persons or bodies on conditions determined by the Council in respect of any such action taken by those persons or bodies.

Coronavirus Act 2020 received Royal Assent on 25 March 2020. The Act has extensive schedules setting out a wide range of powers giving a framework to life under lockdown. Regulations have underpinned the details of the framework.

Section 15 of the Local Government and Housing Act 1989 requires that Committees of the Council are politically proportionate.

Finance:

Included in the body of the report.

Budget Area	Implication
General Fund – Revenue Budget	Details of funding confirmed to date are included in the body of the report.
General Fund – Capital Programme	
Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

Risk:

Risk	Mitigation
The Council’s Corporate Risk Register has been reviewed to take account of impacts and increased risks as a result of COVID-19. The Corporate Risk Register appears elsewhere on the Cabinet agenda for noting and approval.	Monitoring and updating the COVID-19 related risks through the Council’s existing Corporate Risk Management processes and by additional scrutiny arrangements.

Human Resources:

Advice and guidance has been provided to employees throughout the pandemic based on government guidance.

Environmental/Sustainability

The COVID-19 lockdown period has undoubtedly led to an unprecedented reduction in CO2 emissions and a huge improvement in air quality. The challenge for the recovery phase is how to urgently restart the District's economy to protect the income and livelihoods of people whilst striving to capitalise on some of the positive environmental benefits enjoyed during the COVID-19 lockdown period and enable positive behaviour change that endures for the long term.

Equalities:

Equality impact assessment will be undertaken as part of the recovery phase when considering policy development/changes or service delivery changes.

The Disparities Report published by PHE referred to in the body of the report sets out some of the ways COVID-19 has impacted communities disproportionately. These inequalities of impact will need to be taken into account as part of the Council's ongoing response and its recovery plans.

Other Implications:

None.

Background Papers

None.

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Essential/Statutory Service Matrix for Notts LA's – 20 March 2020 (services in yellow are county/Unitary services or optional District and Borough)		
Tier 1 Services	Tier 2 Services	Support services needed for Tier 1 and 2
Dealing with dangerous structures	Home alarm service repairs	Health and safety (internal)
Emergency planning	Public relations (COVID-19 messaging)	IT Support for essential service software
Homelessness and housing options advice including any hostel services	Environmental Health, Food Safety, Health and Safety (external), Private Sector housing, Environmental Protection, Infectious disease Control and Dangerous Dogs (Reactive complaints)	Contact Centre Phone/email
Street/Dog litter bin emptying and reactive street cleansing (spillage etc)	Deciding planning applications	Creditors and Debtors
Fleet repair and servicing	Liquor, gambling, taxi and other premise licensing	Legal advice on cases, decisions, constitutional matters
General refuse collection rounds – phased priority of medical, residual, recycling then green	Local Land charges	
Administration of Housing/Council Tax	Highway repairs/maintenance	
Administration of council tax and business rates		
Humanitarian Assistance		
Crematoria/Burials		
Housing stock repairs/maintenance		
MASH and Emergency duty team EDT		
County enterprise food		

<p>Adult Social Care Mental health act service Older adults Residential Commissioning services Start homecare teams Adult care financial services</p>		
<p>Childrens Services Clayfields Child protection teams Residential services including looked after children and Support to schools Through care service] Schools catering</p>		
<p>Trading standards</p>		

Delivery of services during the pandemic



934,000

bins emptied with no services interrupted (approx. 14k per day)



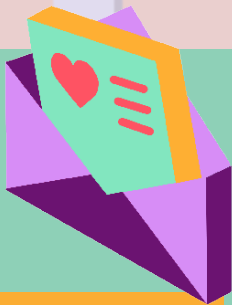
48,000

visits to our Covid-19 webpages



£17.84m

in grant payments, supporting 1,596 eligible businesses



15,147

welfare letters sent to vulnerable residents (+1,396 welfare calls to Lifeline customers)



1000+

contacts made to food businesses regarding closures, guidelines & more



298

food parcels delivered to residents and food banks



£10,000

distributed in grant funding to the voluntary sector



177

Pest Control appointments



4,350

repairs and gas services completed

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EXECUTIVE DECISIONS LOG - COVID-19

17 MARCH 2020 – 22 JUNE 2020

DATE OF DECISION	DECISION MADE BY	DECISION	REASONS	FINANCIAL IMPACT (Loss / Expenditure)	DECISION RECORD
16 March 2020	Director of Housing and Assets/Deputy CEO	<p>Fulfil Government directive on obligations to homeless and rough sleepers. Including commandeering empty social stock already in system (10 additional designated temporary accommodation).</p> <p>Use of direct lets to release pressures in lettings chain. Flexible use of homeless prevention fund.</p>	MHCLG directive to accommodate all homeless and rough sleepers	Void rent loss Additional property repair costs Rent loss.	Government Guidance Cabinet Update June 2020
17 March 2020	Leader	<p>Meetings:</p> <ul style="list-style-type: none"> ○ 2 April – AGM and other planned business – quorate level ○ Non-attendance won't count towards absence level ○ Cancel anything not essential ○ Retain Cabinet 23 March – quorate level ○ Retain Extraordinary Audit – critical decision – quorate level ○ Planning only if necessary 	In line with current guidance to avoid non-essential gatherings or face-to-face contacts.	None	Government Guidance Cabinet Update June 2020

17 March 2020	Leader	Offices: <ul style="list-style-type: none"> ○ Close Watnall Road to the public from Thursday 19 March ○ Close Kirkby, Depot and Brook Street to the public from Monday 23 March (remain open for DWP) 	In line with current guidance to avoid non-essential gatherings or face-to-face contacts	None	Government Guidance Cabinet Update June 2020
17 March 2020	Leader	Unauthorised encampments – retain as Critical Function	Public health	Costs of usual process – not specific to COVID19	Cabinet Update June 2020
17 March 2020	Leader	Interviews/Recruitment: <ul style="list-style-type: none"> ○ continue ONLY if essential, try not to be face-to-face ○ long-list for CEO to go ahead but postpone further process 	In line with current guidance to avoid non-essential gatherings or face-to-face contacts.	May be additional recruitment costs to repeat processes.	Government Guidance Cabinet Update June 2020
17 March 2020	Leader	Parks and Open Spaces – remain open, but contact all those using pitches etc. to advise them to not hold large gatherings.	In line with current guidance to avoid non-essential gatherings or face-to-face contacts but to encourage people to continue to exercise.	Lost income from hiring of facilities	Government Guidance Cabinet Update June 2020
17 March 2020	Leader	Community Centres <ul style="list-style-type: none"> ○ Close those in Sheltered Courts immediately ○ Others closed from Monday, 23 March 	In line with current guidance to avoid non-essential gatherings or face-to-face contacts	Lost income from hiring of facilities	Government Guidance Cabinet Update June 2020

17 March 2020	Leader	<p>Events</p> <ul style="list-style-type: none"> ○ Cancel all events for next 3 months ○ Commence planning to reorganise cancelled events – reviewed regularly by Leadership 	In line with current guidance to avoid non-essential gatherings or face-to-face contacts	Potential loss of income	<p>Leadership</p> <p>Cabinet Update June 2020</p>
18 March 2020	Director of Housing and Assets/Deputy CEO	Suspension of new evictions from social housing accommodation and a ban on new possession proceedings for 3 months	MHCLG instruction	Loss of rental income	<p>Government Guidance</p> <p>Cabinet Update June 2020</p>
18 March 2020	Director of Housing and Assets/Deputy CEO	Modify arrears escalation process	Slow process to avoid possession and allow tenants to adjust to income changes	Loss of rental income	<p>Government Guidance</p> <p>Cabinet Update June 2020</p>
20 March 2020	SLM	All Leisure Centres closed	In line with current guidance to avoid non-essential gatherings or face-to-face contacts	Yes – contractual.	<p>Government Guidance</p> <p>Cabinet Update June 2020</p>
23 March 2020	Leader	Letter to tenants in Sheltered Housing Courts advising of no visits to the Courts and offering support contacts	To advise tenants of the situation and to provide support	Cost of letters and mileage to hand deliver	<p>Leader</p> <p>Cabinet Update June 2020</p>
24 March 2020	Leader	Letter to 50-70 year old tenants advising of NC number – sent from Cllr Barsby	To advise residents of support available	Cost of letters and postage	<p>Leader</p> <p>Cabinet Update June 2020</p>

24 March 2020	Director of Housing and Assets/Deputy CEO	<p>Cease all non-priority housing and asset work.</p> <ul style="list-style-type: none"> • Lettings - homeless only • Tenancy Management - desktop only • Repairs/Assets – emergency/urgent only under specific risk assessment • PSE – essential only • DFG - cease operation 	Government and Regulator instruction. Safety of staff/tenants	Void rent loss Property damage Contractual loss	<p>Cabinet Update June 2020</p> <p>Officer Decision Record – 20th April gas/electric servicing</p> <p>Officer Decision Record – 6th May agree terms of suspension of major works contract</p>
24 March 2020	Director of Place and Communities	Markets – closed indoor and outdoor except for those selling food	In line with restrictions imposed by Government on 23 March 2020	Loss of income	<p>Government guidance</p> <p>Cabinet Update June 2020</p>
24 March 2020	Director of Place and Communities	Play grounds and park car parks closed to the public. Some parks have also been closed where play grounds are unable to be secured separately.	In line with restrictions imposed by Government on 23 March 2020	Loss of car park income	<p>Government guidance</p> <p>Cabinet Update June 2020</p>
24 March 2020	Director of Place and Communities	Car MOTs suspended due to current MOT cover being extended by 6 months and HGV MOTs suspended for 3 months.	In line with restrictions imposed by Government on 23 March 2020	Loss of income	<p>Government guidance</p> <p>Cabinet Update June 2020</p>

24 March 2020	Director of Place and Communities	Driver, licensing and compliance testing: Driver licence system checks suspended. Licence checks only Taxi compliance tests suspended Driver CPC extension allowed Drivers Hours relaxed 2 Year Tachograph testing extended	In line with restrictions imposed by Government on 23 March 2020	Loss of income	Government guidance Cabinet Update June 2020
25 March 2020	Leader	Free town centre car parking for 3 months	Support town centre businesses	Loss of income	Leader Cabinet Update June 2020
6 April 2020	Director of Place and Communities	To hire 10 small vans into Waste Services	To enable crews to social distance whilst carrying our critical functions	Additional expenditure	Cabinet Update June 2020
7 April 2020	Corporate Finance Manager (Section 151 Officer)	COVID-19 – Deferred Payment of Rent	To support businesses who are unable to make timely payments of their rents due to the Government imposed closures	It is expected that all rent income due to the Council will ultimately be collected	Officer Decision Record dated 7 April 2020
09 April 2020	Director of Housing and Assets/Deputy CEO	Authorise Right to Buy valuations to be delivered 'drive by/desktop' rather than internal inspection	To maintain legislative timescale (subsequently supported by MHCLG)	Negligible based on data held on similar properties.	Cabinet Update June 2020

9 April 2020	Director of Legal and Governance (Monitoring Officer)	Data set sharing including Electoral Register and information sharing agreement.	To assist with communicating with the Extremely Vulnerable People and Vulnerable People as part of Humanitarian Assistance.	None	Officer Decision Record 9 April 2020
14 April 2020	Assistant Director Neighbourhoods and Environment	Cemetery gates locked to prevent access and support the stay at home message	Not an essential journey, CPS guidance clarified by MHCLG via LGA states that Councils must close crematoria and burial grounds	None	Cabinet Update June 2020
14 April 2020	Leader	To hold formal virtual Council, Cabinet and Committee Meetings	In line with legislation: Coronavirus Act 2020 and The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and	Relatively small monthly costs associated with subscribing to use the Zoom application	Leader Cabinet Update June 2020

			Wales) Regulations 2020		
15 April 2020	Director of Place and Communities	Charging for Pest Control DIY Kits	To continue with the provision of a pest control service during lockdown/social distancing arrangements	Income to offset lost income	Officer Decision dated Record 15 April 2020
16 April 2020	Portfolio Holder for Regulatory Services	To note the new enforcement powers contained in the Enforcement of the Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 and to delegated the authority to exercise these powers to the Director of Place and Communities.	In accordance with the Enforcement of the Health Protection (Coronavirus, Restrictions) (England) Regulations 2020. To enable the Council to take prompt and appropriate action against businesses in the District that refuse to comply with the Regulations.	None	Executive Decision Record dated 16 April 2020
17 April 2020	Leader	Interim Crematorium Arrangements During the Coronavirus Pandemic	To enable the Crematorium to increase its	This temporary change is likely to lead to a	Executive Decision Record dated 17 April 2020

			capacity as requested by the Nottinghamshire Local Resilience Forum.	short term net increase in income.	
18 April 2020	Leader	Cemetery gates open from 9am to 4pm with the exception of during funerals	Support grieving relatives	None	Cabinet Update June 2020
20 April 2020	Director of Place and Communities	Interim Arrangements with SLM during the COVID-19 Outbreak.	To support the Leisure Provider during Leisure Centre closures as a result of Government guidance.	Additional expenditure.	Officer Decision Record dated 20 April 2020
20 April 2020	Director of Place and Communities	Temporary relaxation of the need for HGV drivers to have medicals to renew their licence All due a medical this year will get a licence issued valid for just a year	In line with updated guidance from Govt 20 April 2020	None	Cabinet Update June 2020
22 April 2020	Portfolio Holder for Streets, Parks and Open Spaces	Countrywide Waste Service Change Protocol	Working collaboratively across the County during the COVID crisis to ensure a systems approach is taken in waste service decision making to ensure	None	Executive Decision Record dated 22 April 2020

			decisions taken by one organisation do not impact another.		
30 April 2020	Director of Place and Communities	Ashfield Community Fund and COVID-19 Fund – Support for Organisations	To utilise the Ashfield Community Fund and COVID-19 Fund to urgently provide immediate financial support to organisations supporting those affected by the Covid-19	None - Use of existing General Fund budget and COVID-19 funding.	Leadership Officer Decision Record dated 30 April 2020
6 May 2020	Corporate Finance Manager (Section 151 Officer)	COVID-19 – Business Rates Pool – Year End Treatment 2019/2020	To aid the cashflow position of the District Councils within the Pool during the Coronavirus pandemic.	Short-term beneficial cashflow position	Officer Decision Record dated 6 May 2020
18 June 2020	Corporate Finance Manager (Section 151 Officer)	Discretionary Grant Scheme	As part of Government support for Businesses	Government Funding	Officer Decision Record dated 18 June 2020

17 June 2020	Chief Executive	Revenues and Benefits – Electronic Forms – Formal Directive Agreement	To assist with digital approached for Benefits during COVID	None	Officer decision – Formal Directive
30 June 2020	Cabinet	COVID-19 Reserve	Government Allocation	£61,505	Subject to approval Cabinet 30 June 2020
30 June 2020	Cabinet	Corporate Risk Register	Updated to take account of Corporate Risks as a result of COVID-19	None	Subject to approval Cabinet 30 June 2020

COVID-19 Recovery Strategy

National recovery themes

Health Recovery

To help people improve their health and happiness by developing pride and aspiration in our communities, developing and strengthening partnerships, focussing on prevention and improving service provision. Considering overall health outcomes, not just those directly caused by COVID-19.

Economic Recovery

Protecting and restoring people's livelihoods and improving people's living standards. Ultimately, a strong economy is the best way to protect people's jobs and ensure that the Government can fund the country's vital public services including the healthcare response.

Social or Community Recovery

Considering the wider effect of the social distancing measures on how the public live their daily lives. The Government recognises that social distancing measures can exacerbate societal challenges, from the negative impacts on people's mental health and feelings of isolation, to the risks of domestic abuse and online fraud. The Government must act to minimise the adverse social costs - both their severity and duration - for the greatest number of people possible.

Nottingham and Nottinghamshire Local Resilience Forum Recovery Aims

To support the whole of Nottingham and Nottinghamshire, including its communities, businesses and public services, to recover following COVID-19.

As well as addressing the very real adverse impacts – the global scale of which have likely not been seen for decades - this will also mean striving to advance long term opportunities for better physical and mental health, tackling climate change, better health outcomes and supporting a sustainable, fast growing local economy.

Local Recovery Aims

To support and coordinate the process of rebuilding, restoring and rehabilitating the emotional, social, economic and physical wellbeing of the community, businesses and the Council's employees.

Recovery will cover two main strands:

- Ashfield as a Place – Community and Economic Recovery
Supporting the community and businesses in achieving stability and a new normality following COVID-19, assisting in rebuilding, restoring and rehabilitating the community's emotional, social, economic and physical wellbeing; and
- The Council – Organisational Recovery
Assessing the impact of COVID-19 on Council services, finances and employees and planning for its future financial resilience and how it will need to operate differently.



Objectives

- Create a comprehensive overview of local impacts and opportunities by carrying out Impact Assessments for the community, businesses and Council Services.
- Develop a Recovery Action Plan to address all impacts set out within the Impact Assessments.
- Help to shape the future vision for the District.
- Identify potential funding sources to support recovery and ensure communities and businesses can access the support that is available.
- Establish close links with central government and maintain these throughout the recovery process.
- To contribute as an active partner in the Nottingham and Nottinghamshire Local Resilience Partnership throughout the recovery process.

- Ensure the communities, businesses, partners and Council employees are fully involved in the recovery process.
- Establish a pro-active and integrated framework of support to businesses and others on the financial and commercial implications of the emergency.
- Ensure effective communications, building confidence and trust in recovery plans with stakeholders, communities, businesses and Council employees utilising collective channels and resources.
- Ensure effective protocols for political involvement and liaison (local and Parliamentary).
- Develop an exit strategy to ensure that recovery efforts can effectively become part of mainstream delivery.
- Identify best practice and lessons learned in order to support recovery and reduce the impact of similar incident scenarios occurring again where possible. This will involve engaging with Nottingham and Nottinghamshire Local Resilience Partners, other stakeholders and central government.

Approach to Recovery

Recovery plans will align with the Council's Corporate Plan in particular it will reflect:

Our Purpose

One.

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

Two.

We will provide good quality, value for money services.

Three.

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

Our Values

Proud.

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

People Focussed.

Putting people at the heart of what we do

Honest.

Being honest with people in an open and professional way

Ambitious.

We are ambitious about Ashfield's future

Recovery needs to be done with businesses, the community and Council employees not to them.

- The Recovery Action Plan will be developed and delivered with full engagement with communities, businesses, the voluntary sector and Council employees, having conversations about the challenges ahead and ensuring that people are put first and that those most affected are not left behind.

The Council will provide visible and strong leadership during the recovery phase.

- The Council will support and co-ordinate the process of recovery ensuring local communities, businesses and Council employees adjust to a new normality.

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COVID-19 RESPONSE AND RECOVERY SCRUTINY PANEL

TERMS OF REFERENCE

1. Responsibility for the review of the Council's response to the COVID-19 pandemic and taking an active role in respect of the Council's recovery plans as requested by the Executive or as agreed by the Overview and Scrutiny Committee as part of the Scrutiny Workplan, including but not limited to:

- a) Reviewing the Council's response to COVID 19, and identifying any short term actions arising, which improve operational and corporate resilience.
- b) Policy development in respect of the Council's recovery from COVID-19, including preparedness for future waves of COVID-19.
- c) Policy development in respect of the Council's approach to the renewal of the local economy.
- d) Policy development in respect of the renewal and reform of local government services, including the future structure of local government in Nottinghamshire.

2. To report any recommendations or considerations to the Executive in respect of the responsibilities outlined above.

3. The Panel will receive updates in respect of the implementation of the Recovery Action Plan.

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Report To:	CABINET	Date:	30th JUNE 2020
Heading:	CORPORATE PLAN AND YEAR END POSITION		
Portfolio Holder:	COUNCILLOR JASON ZADRONZY, LEADER OF THE COUNCIL		
Ward/s:	ALL		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

This report presents to Cabinet the year end out-turn position and proposed refresh of the Corporate Plan for approval.

Recommendation(s)

1. For Cabinet to consider and proactively review the successful delivery of the Corporate Plan, and levels of performance achieved against the Corporate Scorecard, as at year-end 2019/20.
2. For Cabinet to approve the Corporate Plan refresh.
3. To authorise the Chief Executive in consultation with the Leader to review and revise the Corporate Scorecard, aligned to the Corporate Plan.

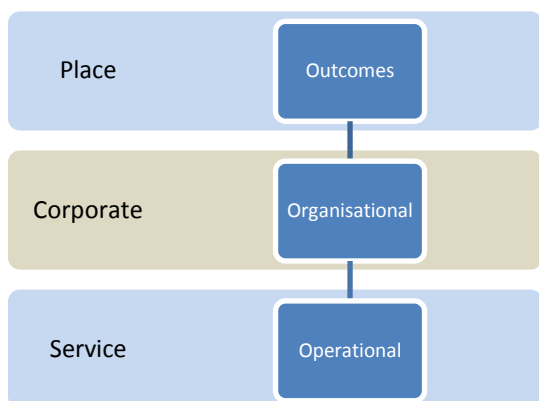
Reasons for Recommendation(s)

The Council's ambitions for the period 2019 – 2023 are clearly identified in a set of revised and updated Corporate Priorities which are presented in our Corporate Plan. These were developed by Cabinet last year and have since been reviewed and updated, with particular consideration of the impact of the pandemic and our intended recovery activity.

Our priorities for the future and the key projects and initiatives we intend to deliver, 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 Corporate Scorecard is aligned to our Corporate Priorities and key initiatives identified in the refreshed Corporate Plan 2019-2023.

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. The outcome of the most recent Peer Challenge Review, on 29th to 31st January, 2020, is reported separately to this Cabinet.

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 approved by Cabinet.

Alternative Options Considered

None

Detailed Information

The Council's Corporate Plan 2019 – 2023 was approved by Cabinet and endorsed by Full Council in September 2019. This new Corporate Plan set out our revised priorities for the future and the key projects and initiatives we intend to deliver.

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

In March 2016, Cabinet agreed the use of a balanced scorecard methodology to enhance the organisation's performance framework and ability to understand how successfully the Corporate Priorities are being delivered, the approach providing a more rounded view on performance with a greater emphasis on customer satisfaction and quality.

The Corporate Plan has been reviewed in light of the first year progress and performance outturn, and also significant factors impacting upon the organisation such as the COVID pandemic. The plan has been refreshed to ensure alignment to the Council's future ambitions and Corporate Priorities for the four year period of the plan (2019-2023).

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

This report details progress against delivery of the Corporate Plan in 2019/20 as measured through our Corporate Scorecard.

It should be noted that Ashfield is the only local authority in Nottinghamshire that has delivered all tier 1 and 2 critical services without interruption during the pandemic. The whole organisation has worked effectively together as one council, re-deploying staff into important roles outside of their normal duties to ensure continuance of service, whilst also delivering humanitarian services across the District.

Despite the impacts of the pandemic, overall, the corporate scorecard position for April 2019 to March 2020 indicates the following:-

- 74% of measures achieving or exceeding target, or within 10% variance of target.
- 64% of measures indicating an improved position compared to the same period in the previous year, or within 5% of previous year's performance levels.

We are pleased with Corporate Plan key successes delivered within the year:-

Health and Happiness Priority

- Kirkby Leisure Centre - the project is underway to provide a new facility on the Festival Hall site, including a swimming pool, leisure water, sports/ events hall, café and climbing wall. Provisional allocation of £1.5m of funding secured from the LEP and Expression of Interest submitted to Sport England for £1.5m. £10,000 was secured from Sport England to develop a Strategic Outcomes Framework, to enable us to apply for Sport England facilities funding and also to help shape the new operator contract. The new leisure operator contract was developed and a very successful bidder's day was held in January. Five Operators were invited to ITT stage, with a deadline of 10 June 2020 to submit their applications.
- Lammas Health Hub has been launched, and is being accessed by many groups, supporting individuals living with dementia, autism, and long term health conditions. Free usage of the Health Hub is available to groups that support vulnerable residents.
- Hucknall Rotary Community Games event was delivered in partnership with Hucknall Rotary Club: 24 Care leavers have accessed free leisure centre use since July 2019. 3 Carers Roadshows have also been delivered with 122 conversations and 22 referrals.
- Through our Community Engagement Volunteer Policy 182 volunteers have registered, with 29 new inductions during this period.
- Feel Good families was launched in May 2019. To date 532 families have signed up, including 1,037 children. All receive regular communication about free or low cost activity. Themed trails have taken place in local parks, family ice skating and dancing sessions have been fully booked, 63 people took part in cycle ability and a new junior Parkrun started attracting 80 participants in the first week. This project was a finalist for the Active Notts. Project of the Year award.

Homes and Housing Priority

- Non-decent housing stock has remained at 0.18% for the year. This is well below the target of 0.40%.
- Whilst the target for households prevented from becoming homeless continued to be exceeded throughout the year, there is a small reduction in the number of preventions from the previous quarter. This has continued a trend over the past few quarters. Difficulty in accessing alternative accommodation/enabling applicants to remain in their current accommodation is influenced by Government policies such as Welfare Reform which have had an impact. In addition the small reduction from last quarter could be attributed to a 'lag' in recording following difficulties brought about by the COVID 19 outbreak. This has also impacted on the ability of the service to carry out prevention work for the last 2 weeks in March.
- Covid-19 had an impact on Void relets during the last 2 weeks of March, however performance for the year end was still above target. As reported during Quarter 2, effective management and a lower number of empty homes are key reasons for this.
- We have continued throughout the year to consistently support 100% of our tenants to remain in their tenancy for 6 months or more following completion of their support package. This is 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

- The Kirkby Town Centre Masterplan was completed in February of this year.
- The Kirkby and Sutton Towns Funding consultations have now completed, with over 1,400 responses in total, with results being published in the near future.
- Designated 2 hour free parking bays will be open once the lock down restrictions have been eased.
- Idlewells indoor market employment has risen quarter on quarter throughout the year, currently standing at 47 in quarter 4 (pre-Covid outbreak).
- The Heritage Lottery Fund (HLF) funded project for Kings Mill Reservoir progresses, the dredging contract has now been completed and demobilised. Work to decommission protective cages has been added which will be implemented Jan – Feb 2021. The café refurbishment has been completed with some remedial works still to complete.
- Planning applications continue to be processed well above nationally prescribed standard targets, with all major applications being processed within 13 weeks.
- All dilapidated commercial buildings on the Dilapidated and Empty Buildings Priority list have received some form of intervention over the year. The group has dealt with 10 long standing empty properties this year with a range of outcomes, being either demolition, redevelopment or significant improvement. There are currently 11 long standing empty properties being worked on. The Council has undertaken a number of very positive actions which has resulted in 13 premises being taken off the dilapidated buildings list.

Cleaner and Greener Priority

- The number of resident generated reports of dog fouling during the year has seen another 10.7% reduction compared to last year, which is definitely a positive sign of continued progress through collaborations with Keep Britain Tidy and Tickspac, cross departmental working with ASB and continuously developing new and improved means of grounds maintenance and street cleansing schedules through service reviews. This lowering trend of incidents of dog fouling is expected to reduce even further during 2020/21.

- 2019/20 has seen a reduction in fly tipping incidents by 11.5% compared to last year, which is a first following a five year rise of incidents District-wide. It is clear campaigns like 'Not in Notts.' as well as the annual 'Big Ashfield Spring Clean' have educated residents of the impacts of fly tipping and empowering communities towards the conservation effort.
- For litter and fly-tipping requests combined there has been a 2.6% decrease, going against the increasing trend of previous years. We are continuing to collaborate with organisations like Keep Britain Tidy and APSE which provides the Council a variety of campaigns and information from other local authorities on their own struggles with litter. We are also undergoing an Environmental Service review that seeks to optimise its street cleansing and grounds maintenance schedules to assure quicker recovery as well as re-organising the distribution of litter bins across the District to the areas that require it the most.
- In addition to this, the proactive engagement and intervention work undertaken by the Enforcement and ASB teams in investigations and the subsequent issue of fixed penalty notices for offenders has also seen a 41% increase in overall actions. For 2020/21, the enforcement team is also having more resources allocated to it with an extra member of staff being assigned, which is expected to result in more investigations, fixed penalty notices and a reduction in overall incidents long term.
- Whilst 2019/20 has maintained recycling and glass levels between 40-44% for each of its quarters, recycling tonnage has seen an increase of 14% when compared to 2018/19 from 7,264.50 to 8,294.88 tonnes. In regards to residual waste, there has been another 2.6% reduction compared to last year, from 27,796.14 tonnes to 27,057.72 tonnes.
- The end of the 2019/20 garden waste season saw 20,800 subscribers to the garden waste service, 1,300 more than the previous year (6.7%) there has been a 10.5% increase in garden waste tonnage for 2019/20 when compared to last year, from 5,679.24 tonnes to 6,275.76 tonnes.
- Kirkby, Sutton and Hucknall have maintained an average grade of B for street cleanliness during the last 3 quarters of 2019/20. This includes rates of litter for each surveyed street. Graffiti and Fly Posting has been awarded an A grade for each of the three quarters, only Detritus has seen a dip to a B- in Q4 19/20, but maintained an A grade for Q2-3 19/20.

Safer and Stronger Priority

- Anti-social behaviour - Work is taking place with Nottinghamshire Victim Care to make Ashfield District Council a victim case hub. Local Area Tasking Meetings have been taking place to increase identification and active targeting of offenders and hotspot locations.
- CCTV – Police and Crime Commissioner Funding was approved for redeployable CCTV in Ashfield with three new cameras having been purchased and potential for a fourth camera. An infrastructure was being put in place using existing lamp columns and rewiring with commando switch for those in pre-determined hotspot locations with Privacy Impact Assessments produced.
- Complex case and safeguarding - Targeting of cases has been taking place in the last 12 months using a complex case methodology.
- Domestic abuse - All complex case workers are being trained in the MARAC process. Funding arrangements for the management of refuge accommodation have been concluded and government evaluation submitted.

Innovate and Improve Priority

- We have successfully acquired £61.77m of commercial investment property to date, delivering much needed annual (gross) income of circa £4m to support the delivery of key services in our 2020/21 budget and MTF5.

- The continued review and implementation of changes to call handling has seen average call waiting time continue to decrease over the year: 38 seconds reduction since the first quarter of 2019/20, at 39 seconds which is well below our current target of 1 minute 6 seconds

There has been a further reduction in the level of abandoned calls since the Covid-19 Pandemic.

Online payments continue to show a significant increase, 10% compared to last year, the last quarter shows a slight reduction in council tax instalments but an increase in garden waste payments, which has contributed to the increase overall.

Our new online payment 'e-store' was launched in January 2019. The e-store offers customers the choice of online payment for over 160 of the Council's paid for services. We have realised a 9% reduction in paypoint and post office payments over the last year (nearly 11,000 transactions), saving the Council around £5,000 in transaction costs.

Nearly half of businesses across the District are now signed up for e-billing, a 30% increase on last year.

- Sickness absence out-turn for the year has seen a slight reduction compared to the previous year. HR are working with managers and CLT on absence management. 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. It also includes monitoring of the impact of Covid on absence levels.

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 have been slightly lower for the year than originally predicted. Quarter 4 outturn target has been missed in part to the Covid-19 epidemic, causing public concern and a decrease in overall footfall, before the nationwide lockdown in late March.
- There has been a gradual increase in rent collection rates over the year, however the rate is still below the target. Collection of rent for both current and former tenants has become increasingly difficult since the implementation of full service Universal Credit within the District. This has caused some tenants to experience financial hardship and others are choosing not to prioritise the payment of their rent when they receive their housing costs directly. Also, long delays in receiving managed and arrears payments directly from the DWP contribute towards a decline in performance in this area.

Implications

Corporate Plan:

The report relates to the delivery of the Corporate Plan Priorities and proposed refresh for approval by Cabinet. The Corporate Plan sets out the Council's proposed priorities for the period 2019 to 2023, and intended deliverables which will be monitored and managed through the Corporate Performance Framework.

It covers performance for the period April 2019 to March 2020. The Corporate Scorecard has also been reviewed and refreshed to align with the refresh of the Corporate Plan and associated Corporate Priorities as a means of identifying their successful delivery.

Legal:

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

Finance:

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

Risk:

Risk	Mitigation
Absence of a Corporate Plan would result in a lack of prioritisation and focus on delivering what matters	Agreed Corporate Plan every four years which is delivered via the organisation’s project management framework.
Poor performance would potentially result in inability to deliver the Corporate Priorities as specified in the Corporate Plan	Regular monitoring of performance and robust performance management through the authority’s performance management framework.

Human Resources:

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

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

Environmental/Sustainability

The 'Cleaner and Greener' Priority proposes key programmes and projects which will be focussed on delivering environmental improvement.

Equalities:

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

Other Implications:

(if applicable)

Reason(s) for Urgency

(if applicable)

Reason(s) for Exemption

(if applicable)

Background Papers

(if applicable)

Report Author and Contact Officer

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Ashfield

DISTRICT COUNCIL

Corporate Plan 2019-2023



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

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

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

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

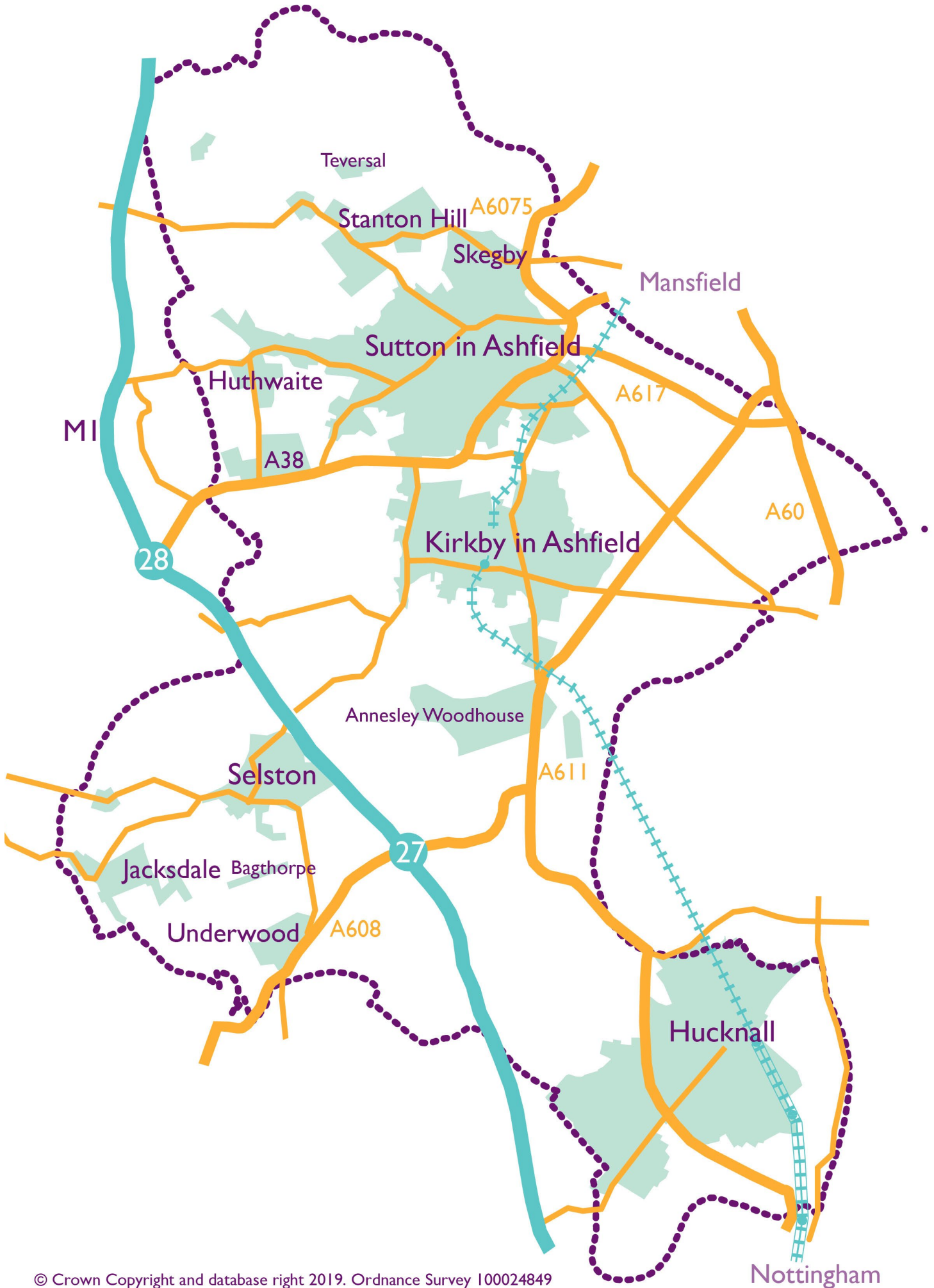
A key element of this plan is to concentrate on the many positive characteristics of Ashfield as a place and to support individuals and communities to achieve a better quality of life.



Carol Cooper-Smith
Chief Executive Officer

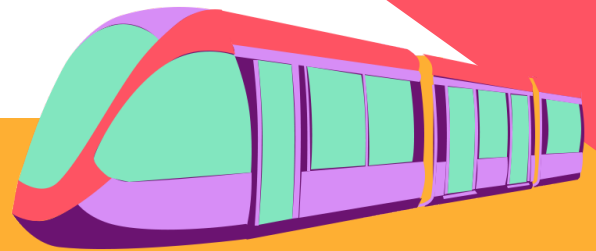
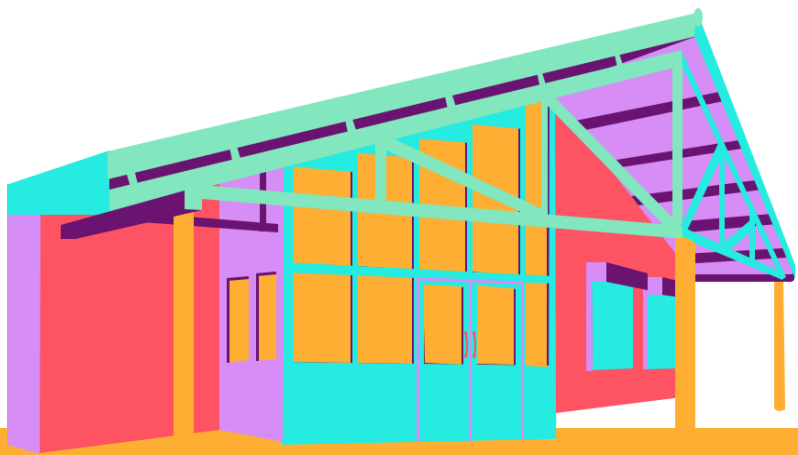


Cllr Jason Zadrozny
Leader of Ashfield District Council



Ashfield -The Place

Ashfield is ideally situated in the heart of the country, situated on the M1 directly between the cities of Nottingham, Derby and Sheffield. Nestled on the edge of beautiful countryside, with three towns and a number of rural villages it is renowned for its welcoming, supportive and passionate communities. The area is complemented by a wide variety of award winning parks and outdoor spaces, a range of sporting facilities, educational activities, cafes and natural environments to relax and enjoy.



The three town centres in Ashfield; Hucknall, Kirkby and Sutton provide a great variety of shops and services. With low cost, easy to access parking and well served by public transport links. Hucknall is on the NET Nottingham tram network and is the most northerly stop on the green line.

There are three railway stations in the district, along the Robin Hood line, connecting with Worksop (to the North) and Nottingham (to the South).

Rich in natural, cultural and industrial heritage, Ashfield is the home of a number of historical and cultural/literary figures, most notably Lord Byron and his daughter Ada Lovelace, regarded as being the first ever computer programmer.

The area has miles of way-marked rural walks, cycle paths and bridleways nestled amongst wooded areas and open countryside. Areas of countryside within the district are much of what D. H. Lawrence referred to as "The country of my heart" and based many of his novels around the places and families of the area. The villages of Jacksdale, Underwood, Bagthorpe, Lower Bagthorpe, Selston, Annesley, Ravenshead, Newstead, Linby and Papplewick are set within the Hidden Valleys landscape.



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

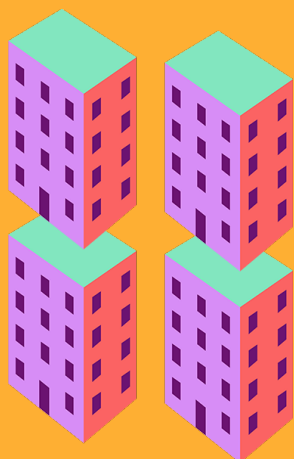
We have established an independent Ashfield Place Board to:-

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



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

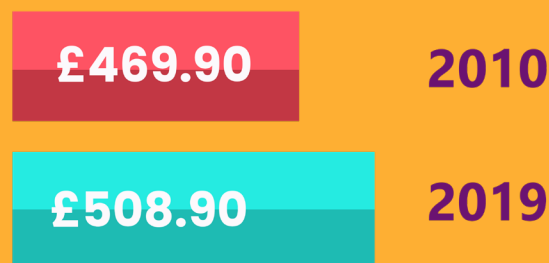
Working in Ashfield



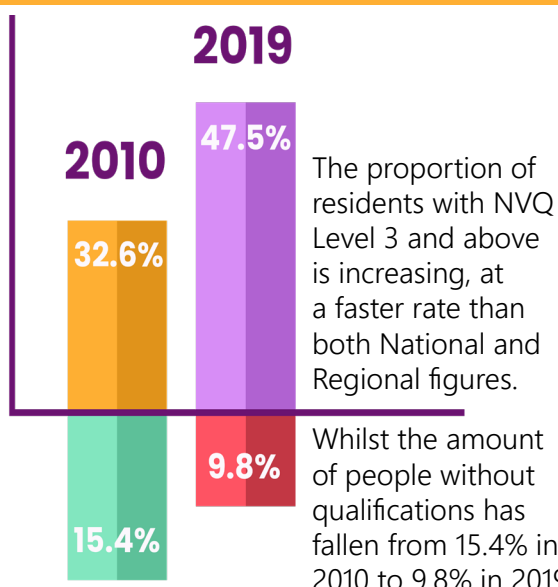
20 businesses that employ more than 250 people

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

Gross weekly pay has risen since 2010



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



The number of enterprises in Ashfield has risen from 2,530 in 2010 to 3,015 in 2019, including an increasing number of small and micro enterprises.



Our Purpose

One.

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

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

Two.

We will provide good quality, value for money services.

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

Three.

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

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

Our Values

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

People Focussed.

Putting people at the heart of what we do

Honest.

Being honest with people in an open and professional way

Proud.

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

Ambitious.

We are ambitious about Ashfield's future

COVID-19 Impact and Recovery

Ashfield District Council is the only local authority in Nottinghamshire that has continued to deliver all tier 1 and 2 services without interruption during the pandemic. The whole organisation has worked effectively together as one council, re-deploying staff into important roles outside of their normal duties to ensure continuance of service, whilst also delivering humanitarian services across the district.

Our local recovery plans align with both national and regional plans.

National recovery themes are focussed on:-

Health Recovery

Considering overall health outcomes, not just those directly caused by COVID-19.

Economic Recovery

Protecting and restoring people's livelihoods and improving people's living standards.

Social or Community Recovery

Considering the wider effect of the social distancing measures on how the public live their daily lives.

Regional Local Resilience Forum Recovery Aims are to support the whole of Nottingham and Nottinghamshire, including its communities, businesses and public services, to recover following COVID-19.

As well as addressing the very real adverse impacts – the global scale of which have likely not been seen for decades - this will also mean striving to advance long term opportunities for better physical and mental health, tackling climate change, better health outcomes and supporting a sustainable, fast growing local economy.

Recovery planning and impact assessment is focussed on the following:-

- Humanitarian Assistance (including Health)
- Economic
- Environmental
- Infrastructure

Our Local Recovery Aims

To support and coordinate the process of rebuilding, restoring and rehabilitating the emotional, social, economic and physical wellbeing of the community, businesses and the Council's employees.

Recovery will cover two main strands:

Ashfield as a Place – Community and Economic Recovery

- Supporting the community and businesses in achieving stability and a new normality following COVID-19, assisting in rebuilding, restoring and rehabilitating the community's emotional, social, economic and physical wellbeing; and

The Council – Organisational Recovery

- Assessing the impact of COVID-19 on Council services, finances and employees and planning for its future financial resilience and how it will need to operate differently.

The following table indicates the alignment of our local recovery planning with corporate priorities:-

Local Recovery Theme	Corporate Priority	COVID-19 Recovery Considerations
External Housing and Communities	Health and Happiness	<ul style="list-style-type: none"> Build on humanitarian work with the community and voluntary sector Re-introduction of events when safe to do so Ensure workplace health
	Homes and Housing	<ul style="list-style-type: none"> Review of homeless strategy to understand covid impact
	Cleaner and Greener	<ul style="list-style-type: none"> Delivery of 'Bag it' campaign Safe re-opening of park buildings
	Safer and Stronger	<ul style="list-style-type: none"> Provide refuge accommodation for victims in abusive relationships Raise awareness of domestic abuse and ensure support is provided to victims
External Economy and Place Finance - External	Economic Growth and Place	<ul style="list-style-type: none"> Open up our town centres safely in response to the recovery from Covid-19 implementing appropriate measures Ensure that eligible businesses receive COVID-19 grant support funding to help their future sustainability Ensuring transport is safe (social distancing) Permitting processes and safe practices
Council Services Legal and Governance Finance - Internal	Innovate and Improve	<ul style="list-style-type: none"> Fast tracking our digital transformation delivery to improve accessibility and online capability centred on the customer Support employees to increase digital skills Work in partnership to increase digital inclusion across the district Enabling employees, where appropriate and relevant, to work from home, having adequate digital tools and equipment, and a safe working environment. Ensuring employee wellbeing at home or when returning to the work environment

Delivery of services during the pandemic



934,000

bins emptied with no services interrupted
(14k per day)

48,000

visits to our Covid-19 webpages



£17.04m

in grant payments, supporting 1,481 eligible businesses



15,147

welfare letters sent to vulnerable residents
(+ 1,396 welfare calls to Lifeline customers)





1,000

contacts made with
food businesses

298

food parcels delivered
to residents and food
banks

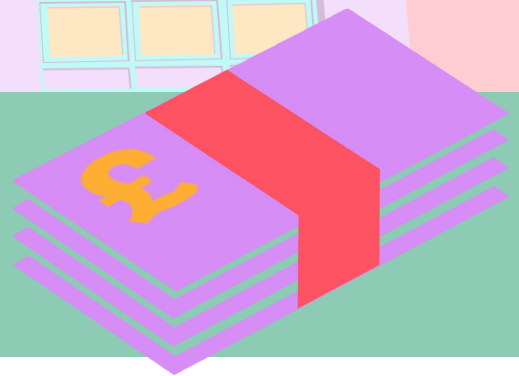


177

Pest Control
appointments

£10,000

distributed in grant
funding to the
voluntary sector



4,350

repairs and gas services
completed

Financial Strategy

There is significant uncertainty about the level of Government funding the Council will receive beyond 20/21 pending the outcome of the:

- COVID-19 pandemic
- Spending Review 2020 (SR20)
- Fair Funding Review
- Business Rates Reset and level of Business Rates Retention; and the
- Future of New Homes Bonus

The Council currently estimates that for 2020/21 and 2021/22 it will have funding gaps of £1.083m and £1.198m respectively. Once the outcome of the above factors has been determined this will provide greater clarity on the extent of our financial challenge.

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

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

The areas of focus to address the financial challenge include:

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

The aim of the Council is to ensure that we continue to remain financially sustainable, whilst at the same time ensuring that we continue to provide the key services on which our residents and businesses rely.

Our Priorities

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

**Health and
Happiness**

**Homes and
Housing**

**Economic Growth
and Place**

**Cleaner and
Greener**

**Safer and
Stronger**

**Innovate and
Improve**



Health and Happiness

Vision

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

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

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

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

The picture of the health of Ashfield is not overall positive, but trends of life expectancy, adult obesity, children in poverty, and smoking prevalence have improved over recent years.

The District and our communities are changing and we recognise the need to build stronger, more resilient communities that can come together to provide help and support to each other. It also means focusing on some of our most deprived neighbourhoods to make sure that everyone has the same opportunities to achieve their goals and lead happy and healthy lives.

Key Projects, Programmes and Initiatives

Arts, Culture and Events

We will:-

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

Community Engagement

We will:-

1. Develop and deliver our Community Engagement Strategy, toolkit, and statement of community involvement
2. Strengthen identified voluntary sector/ infrastructure organisations to deliver services and develop community resilience
3. Review and manage the Volunteering Policy, enhancing volunteer skills and experience

Strategic Leisure

We will:-

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

Health and Wellbeing

We will:-

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

Targeted Health Activities

We will:-

- Improve health and quality of life through targeted policy and activities i.e.
- Feel Good Families
 - Free leisure centre based activities for young people and care leavers
 - Air quality, alcohol and smoking interventions

Outcomes we want to achieve

In partnership, to narrow the gap between Ashfield and our comparator groups (Nottinghamshire and Chartered Institute of Public Finance and Accountancy Family Benchmark Group) for the following health measures:-

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

Regulatory Services

We will:-

Engage at all levels to improve support for care homes. Seek to reassess responsibilities through engagement with the Quality Care commission and Public Health England

Homes and Housing

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

Affordable, warm, safe housing contributes to making Ashfield a great place to live. The proportion of social rented sector stock is however lower than average, and we strive to work with developers for the provision of additional affordable homes. Housing standards are good within the social rented sector and the Council is working with landlords to improve homes within the private rented sector as well as providing advice and support to tenants.

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

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



Key Projects, Programmes and Initiatives

Tackling Disrepair and Poor Housing Conditions

We will:-

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

Reduce and Prevent Homelessness

We will:-

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

Housing Development

We will:-

Identify and develop new properties for sale and for rent

Customer Focus

We will:-

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

Suitable and appropriate housing

We will:-

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

Outcomes we want to achieve

- Increase the overall supply of affordable and appropriate homes in the district
- Increase thermal comfort of properties and reduce levels of fuel poverty
- Assist tenants with welfare and monetary advice to increase tenancy sustainment (i.e. prevent evictions)
- Maintain and increase positive and preventative action, to minimise homelessness
- Support landlords and tenants in ensuring private rented properties are well maintained and in line with safety regulations
- Ensure Ashfield's share of the Government's Better Care Funding is fully utilised within the district year on year in an effective and appropriate manner
- Ensure maximum occupancy of voids
- As a minimum, maintain and surpass the Government's Decent Homes Standard in all Council owned stock
- Maximise income collection levels



Economic Growth and Place

Vision

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

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

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

With Ashfield's advantageous geographical location; close to a range of strategic road, rail and airport links, the District has successfully attracted many inward investors, who now play an important part in our local and regional economy and sustain local supply chains and employment.

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

Key Projects, Programmes and Initiatives

Infrastructure and Economic Partnership

We will:-

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

Physical Regeneration

We will:-

Deliver productivity and economic growth by:-

1. Facilitating our physical regeneration pipeline projects
2. Work with proprietors of dilapidated and empty buildings to help bring them back into use
3. Facilitate the speed of regeneration via our efficient planning application process

Discover Ashfield

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

We will:-

1. Work with partners to implement the themed delivery plan
2. Promote and increase our Discover Ashfield Ambassadors programme

Business Support

We will:-

1. Work with new and established businesses and encourage investment in order to aid improvements in productivity, innovation and growth
2. In partnership identify and facilitate routes to improve skills and employment
3. Ensure eligible businesses access COVID-19 grants and support

Outcomes we want to achieve

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

Strategic Planning and Town Centres

We will:-

1. Deliver our Local Plan to agreed timescales
2. Consult on the new and updated Kirkby town centre masterplan
3. Deliver the Sutton town centre masterplan
4. Continue developing the Hucknall town centre masterplan
5. Re-invigorate and re-purpose town centres by bringing empty buildings back into use, enhancing our town teams and diversifying the town centre economy
6. Capitalise on external funding opportunities, e.g; Future High Streets and Towns fund, to improve our town centres
7. Continue with one hour free parking and introduce two hours free parking
8. Take opportunities to increase electric vehicle charging points

Cleaner and Greener

Vision

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

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

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



Key Projects, Programmes and Initiatives

Street Cleanliness

We will:-

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

Environment

We will:-

1. Deliver against our Environmental Charter
2. Refresh the Green Business Scheme to engage businesses and promote environmentally sustainable behaviours
3. Work with community volunteers and local business volunteers to encourage an increase in ownership of community open spaces
4. Contribute to a reduction of CO2 emissions by increasing tree coverage in Ashfield
5. Develop a Climate Change and Environmental Sustainability Strategy, and action plan

Parks and Open Spaces

We will:-

1. Review the standard of all parks, play areas and sports facilities, rationalising to ensure there are better quality sites that are fit for purpose
2. Continue to improve parks and green spaces with a rolling programme of investment
3. Retain six Green Flag awards for parks
4. Continue to deliver a rolling programme of restoration and adopt a community protocol to protect war memorials
5. Refresh the Council's Cemetery Strategy to include the wider approach to bereavement services and memorials

Waste and Recycling

We will:-

1. Respond to the Government Waste Strategy and refine the Council's approach
2. Deliver a programme of waste and recycling education in schools, businesses and communities in collaboration with Discover Ashfield's 'Love Where you Live' branding

Litter and Dog Fouling and Enforcement

We will:-

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

Outcomes we want to achieve

- Improved public perception that Ashfield is a cleaner and more attractive place
- Improved street cleanliness, reducing levels of litter, detritus, graffiti and fly-posting, district wide with a particular focus in our town centres
- Improved recycling rates
- Improved public satisfaction with Ashfield's parks and open spaces
- Reduced carbon footprint from Council operations
- Plant trees to increase tree coverage across the district
- Improved business and community engagement in the Environment



Vision

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

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

Safer and Stronger

Key Projects, Programmes and Initiatives

Anti-social Behaviour and Hot Spots

We will:-

1. Increase identification and active targeting of offenders and hotspot locations
2. Work with partners to increase positive diversionary activity for those at risk of becoming involved in ASB
3. Residents have a clear understanding of Ashfield's offer to tackle ASB
4. Continue to develop effective patrol plans and priorities for the community protection team, targeting hotspot areas
5. Influence operational tasking through more effective use of council data to determine priorities and activity, with use of data such as that related to criminal damage or vandalism to council property, litter and waste on land, and noise complaints

Complex Cases and Safeguarding

We will:-

1. Implement methodology for referral of complex cases, focussing on areas of high demand
2. Increase identification and support for vulnerable residents and victims
3. Develop and Implement Corporate safeguarding action plan

Domestic Abuse

We will:-

1. Increase support for high risk victims of domestic abuse
2. Provide refuge accommodation for victims in abusive relationships
3. Raise awareness of domestic abuse and ensure support provided to victims

Community Cohesion

We will:-

1. Improve provision of support for victims of ASB, creating a victim support hub
2. Work with partners to reduce demand levels for callouts and ASB incidents

CCTV

We will:-

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

Working in Partnership to Deliver Outcomes

We will:-

1. Drive forward the business of the Ashfield and Mansfield Community Safety Partnership and deliver key priorities from the partnership plan
2. Engage fully in county wide strategies, policies and working groups enabling better outcomes for the communities of Ashfield
3. Seek opportunities to integrate services within the Police and Community Protection integrated hub

Outcomes we want to achieve

- Reduce vulnerability ensuring people feel safe and are safe
- Improve perception that anti-social behaviour has reduced
- Respond promptly to all reports of ASB
- Respond promptly to all safeguarding/ complex cases
- Maintain and promote the White Ribbon accreditation
- Achieve the Domestic Abuse Housing standard

Innovate and Improve

Vision

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

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

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

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

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

It is important that the organisation continues to evolve and develop in order that we can effectively facilitate the Council's transformation vision and roadmap including maximising opportunities through developing technology, commercial enterprise ethos and different, more efficient and effective delivery models in the future.

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



Key Projects, Programmes and Initiatives

Procurement

We will:-

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

Financial Sustainability

We will:-

Assess the impact of Central Government funding decisions on our medium term financial strategy, recognising the further impact of the COVID pandemic, we will ensure

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

Future Workforce and Employer of Choice

We will:-

1. Ensure timely implementation of our People Strategy, themes include: valuing people, developing our people and transforming our organisation
2. Embed Values/Organisational Culture/Personal Development/Pay and Benefits
3. Refresh the Recruitment and Selection strategy with an innovative focus
4. Implement a strategic programme with a focus on recruitment and retention of identified critical roles and functions
5. Improve, enhance and embed digital skills
6. Implement Job Families to reduce time and bureaucracy around our current job evaluation approaches

Digital and Service Transformation

We will:-

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

Assets

We will:-

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

Outcomes we want to achieve

- Reduce employee sickness levels
- Increase recruitment and retention of young people
- Increase employee satisfaction
- Increase levels of online interaction, for example online payments
- Improve our availability and accessibility, answering calls faster
- Delivery of a balanced and sustainable Medium Term Financial Strategy
- Reduce the net cost of our assets
- Delivering savings and cost avoidance through contracts review
- Improve employee wellbeing

How will we deliver our priorities?

This Corporate Plan sets out our priorities for the future and the key projects and initiatives we intend to deliver.

The Corporate Plan sits above a wider strategic context which includes:



Corporate Project Management Framework



Corporate Performance Indicators



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

Implementation of the Corporate Plan will be achieved through:-

Programme Management

Delivery of similar projects and initiatives under a priority theme

Project Management Framework

Delivery of all projects

Service Reviews

Rolling programme of reviews to inform the Savings Strategy

Service Plans

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

Performance Management Framework

Using a balanced scorecard approach

People Strategy

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

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

How do we know we are performing well?

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

Place

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



Corporate

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



Service

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

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

Report To:	CABINET	Date:	30TH JUNE 2020
Heading:	LGA PEER CHALLENGE 2020		
Portfolio Holder:	COUNCILLOR JASON ZADRONZY, LEADER OF THE COUNCIL		
Ward/s:	ALL		
Key Decision:	NO		
Subject to Call-In:	NO		

Purpose of Report

For Cabinet to consider the progress made in respect of the LGA Peer Challenge key recommendations.

Recommendation(s)

- 1. To sanction actions arising and endorse the progress made in respect of the LGA Peer Challenge key recommendations to date.**
- 2. Approval for Overview and Scrutiny Committee to monitor the implementation of the key recommendations and supporting action plan.**

Reasons for Recommendation(s)

In April 2020 Council endorsed the findings of the Local Government Association Peer Challenge.

The Peer Challenge Review undertaken by the Local Government Association in January 2020 is designed to support Councils and is part of a sector led improvement programme. There is an expectation from the LGA and government that the findings will be used to support improvements. Cabinet sanctioned all actions arising from the LGA report.

Alternative Options Considered

(with reasons why not adopted)

There are no alternative options in relation to the noting of the draft summary outcomes of the Corporate Peer Challenge report or the endorsement of the actions taken to date to meet some of the recommendations.

Detailed Information

1. Background

Peer Challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge every 4 to 5 years. Ashfield District Council had a Corporate Peer Challenge in July 2013, and a second in March 2017. The Council's performance management framework includes a commitment to undertake a LGA Peer Challenge review every three years to provide external and objective assessment of the Council's improvement progress.

The findings from the previous 2017 Peer Challenge Review were very positive for the Council. The review demonstrated that the Council is more focused on the needs of its communities and has a strong and growing reputation with its partners as a good organisation to work with. The LGA report also highlighted areas of development and improvement which were successfully implemented.

2. Peer Challenge Approach

The Corporate Peer Challenge Team consisted of:

- Cllr Gerald Vernon-Jackson – Leader, Portsmouth City Council
- Alison Broom – Chief Executive, Maidstone Borough Council
- Andrew Seekings – Interim Chief Executive, Allerdale Borough Council
- Rob Gregory – Assistant Director for Communities and Neighbourhoods Stevenage Borough Council
- Esther Barrott – Care and Health Improvement Adviser, NGDP/Local Government Association
- Becca Singh – Peer Challenge Manager, Local Government Association Strategic Leadership

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

- Spoke to over 100 people including a range of Council staff, councillors and external stakeholders,
- Gathered information and views from 28 meetings, visits to key sites and additional research and reading
- Collectively spent nearly 300 hours to determine their findings – the equivalent of one person spending around 8 weeks at the Council

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

1. Understanding of the local place and priority setting: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

3. Peer Challenge Findings

The Peer Challenge team in its Executive Summary concluded that:

- The Council is a council where the politicians provide strong community engagement, are involved, passionate and resident-focused.
- Councillors are particularly active in seeking residents' views and wants and use them to identify priorities for action.
- The Council is successful in using resident views in influencing service delivery.
- The Council has clear ambitions and it is clear which Directors and Departments are responsible for delivering them.
- The Council has a clear aspiration to take a One Council approach.
- The Council has adopted values and associated behaviours through a participative approach which are displayed across the organisation.
- Staff are very positive about working for the Council and are committed to delivering the best for the Council's residents and customers. They are also enthusiastic about using their untapped potential for the good of the Council and its residents.

4. Key recommendations and Current Progress

The key recommendations and suggestions for improvement, the Council's initial response and our current progress to date are shown, by theme, in the table below. The Corporate Leadership Team (CLT) has identified a Lead CLT Officer for each of the recommendations to facilitate successful delivery of improvement.

Strategic Leadership and Partnerships Theme:

Key Recommendation	Initial Council Response	Current Progress
<p>Ensure that the achievement of the more-strategic ambitions for the District, meeting challenges and exploiting opportunities along the way, provides appropriate drive for the Council moving forward, so that it is not unduly focused on responding to current operational issues</p>	<p>Agreed</p> <p>The Corporate Plan is developed and reviewed by cross organisational representation relevant to each corporate priority.</p> <p>Our performance management framework, is structured and driven by priority rather than function.</p>	<p>The Corporate Plan and Corporate Priorities have been reviewed in the light of Covid 19 and the tier 1 and 2 essential task matrix.</p>
<p>Develop a partnership approach to strategic plans for the District. Work with others to develop and adopt shared plans and thereby share risks, responsibilities and delivery.</p> <p>The next 12 months are key in establishing the Discover Ashfield brand and the Towns Fund opportunities could galvanise the partnership through a practical project.</p>	<p>Where relevant, ADC officers will take a more proactive leadership approach to partnership plans, seeking joint delivery with key partners, and providing measurable benefits and case studies</p> <p>We will review voluntary/community sector capacity issues in the light of Covid19 and target future support to the sector to improve their delivery.</p> <p>Wider support is required for the development of the Discover Ashfield Board which has increased significantly following the Government's announcement of Towns Funding for Kirkby and Sutton.</p> <p>The Council will continue working with our partners to ensure people feel safe and are safe by reducing levels of crime and disorder and antisocial behaviour.</p> <p>A review of the Community Safety Section is underway involving Scrutiny Panel B as part of the process.</p>	<p>We have revisited our strategic partnerships and determined where added value is achieved.</p> <p>59 organisations have been contacted during the pandemic, of which 22 were able to offer services, 12 didn't respond and 25 have closed due to CV19. 12 organisations who have demonstrated they play an important role in Ashfield's response to CV-19 have been awarded funding.</p> <p>The Ashfield Community Development Group will be reviewed with potential to align to the Discover Ashfield Love Where You Live theme.</p> <p>A post has been created (Discover Ashfield Project Officer) to support the Chair and the development and completion of projects within the Discover Ashfield Delivery Plan. The post is required to support the corporate priority of Economic Growth and Place. The post is funded from the savings from the dissolution of the Regeneration Shared Service.</p>

One Council:

Key Recommendation	Initial Council Response	Current Progress
<p>Further develop a 'one council' approach, including corporate strategy, policy, project management and data analysis functions. As part of this, the team recommend reviewing corporate functions and structures,</p>	<p>A programme of essential building works have been agreed at leadership level</p> <p>Re-branding to facilitate a one council culture is already underway</p>	<p>Re-branding of Brook Street is now completed.</p> <p>The Working Together Group are currently finalising recommendations for a One Council approach to uniforms. CLT to agree and implement.</p>

Key Recommendation	Initial Council Response	Current Progress
<p>moving office-based housing staff to the main building with other Council staff and proactively ensuring that staff from all departments are engaged with the transformation programme. It would involve some initial outlay, including investing in the building so that it can be flexible enough for the additional staff, and potentially different teams, as well as some level of re-branding of former housing ALMO assets. The positive impact on the culture of the organisation could potentially be massive and improve productivity. Investing in the fabric of the building and improving its efficiency would also help demonstrate the Council's commitment to declaring a climate emergency</p>	<p>There are numerous examples of current corporate working involving staff from cross-Council, such as:</p> <ul style="list-style-type: none"> • Response to Coronavirus Officer Working Together Group • Digi Champs • Digital Steering Group • Leisure Transformation <p>However, there is a need to develop an approach to engage more widely across the organisation.</p> <p>The Leader and the Chief Executive are providing weekly update videos for officers during the Coronavirus pandemic</p>	<p>A review of accommodation at Urban Road to enable the housing team to move from Brook Street has been delayed, as a whole building approach needs to be considered post covid (an indicative plan to locate in hub and top floor does however exist).</p> <p>Significantly more space will be required for the housing team if EDRM scanning is not completed (this has also been impacted by COVID)</p> <p>The Leader has also realigned his two Deputy Leaders to the Housing and Assets and Community Safety portfolios to ensure senior member leadership to improve and implement those recommendations</p>
<p>Learn from where things have worked. Within Ashfield, the business park developments and the refurbishment of the Idlewells Market are good examples. The team recommend learning from other Councils that have reintegrated the housing function from an Arms-Length Management Organisation (ALMO) back into the Council, for example considering membership at the Association for Retained Council Housing (ARCH).</p>	<p>Recommendation is erroneous. ADC is an active and vocal member of ARCH and has been for over 2 years</p>	

Financial Sustainability:

Key Recommendation	Initial Council Response	Current Progress
<p>Publish a Medium-Term Financial Strategy as soon as possible. This should include the Council's position on future increases in the council tax base and council tax levels. It should also be clear about the cost and borrowing requirements</p>	<p>Agreed. It was the intention that a detailed MTFs would be produced in 2019 aligned to the expected 3 year Spending Round. As a single year funding announcement was made by the Government which provided far less certainty about Government funding after 2020/21 a decision was taken to produce an update to the MTFs. The MTFs will include a sensitivity analysis of potential changes</p>	<p>The MTFs will be produced in Autumn/Winter 2020 and will in part be informed by the outcome of the external audit of the 2019/20 Statement of Accounts which have recently been finalised. The impact of the Covid-19 pandemic is now likely to result in a further single year settlement for 2022/23. This adversely affects longer term financial planning but is understandable given current</p>

Key Recommendation	Initial Council Response	Current Progress
<p>of the new Leisure Centre, and the offset in revenue costs expected in commissioning the new leisure provider.</p>	<p>to the Council Tax base and Council Tax increases. The numbers included in the MTFS update do reflect the costs and income associated with the building of the new Leisure Centre and recommissioning of the Council's Leisure contract.</p>	<p>circumstances. The new MTFS will reflect this uncertainty.</p>
<p>Consider what proportion of overall Council income should derive from commercial investments. The team also suggest considering diversifying the commercial income portfolio to minimise the impact of a failure in one sector.</p> <p>The strategy of acquisition is reliant on one key officer. This puts the Council at risk if he leaves and so consideration should be given to sharing this responsibility and therefore understanding more widely. A wider range of income generation and commercial activity would reduce risk of all being within commercial property.</p>	<p>It is agreed that the Council should determine what proportion of its income should be derived from Commercial Investments. This will be driven by both greater certainty over central Government funding now expected in Autumn 2020 and the expected cashable savings from the Transformation Programme. The Council considers that its Investment Portfolio is suitably diverse and future acquisitions will maintain that diversity. No future out of District acquisitions will be in respect of High Street retail.</p> <p>An assessment and Options Appraisal is currently being developed with an imminent review of future approach. This will consider significant changes on restrictions to external capital fund borrowing, impact of Coronavirus and Brexit.</p> <p>Assessment will cover skills, capacity, resilience and need to review risk assessments, risk appetite and target levels of income generation</p>	<p>As above</p> <p>CLT have considered a status and options report on future delivery of investment acquisition including skills, capacity and increased resilience and strengthened realignment of elements within finance and estate teams</p> <p>Contractual agreement has been updated to retain services of an external agent to provide specialist expertise on commercial investments; both acquisition and development and renegotiation on existing tenancies and leases agreements.</p>
<p>Improve engagement in financial planning and management. Rolling out Business Partnering in finance and other support services will help this. This would involve the S151 officer (or the finance team) at an earlier stage in planning services and changes, who could then be more proactive about what could be done and ensure that changes are reflected in both budget planning and the medium-term financial strategy</p>	<p>Agreed. This work has already started with Staff and elected Members receiving Finance training with more training planned. Once the upgrade to the Finance system is complete and embedded, it is the intention at this point to further strengthen Finance Business Partnering arrangements. Budget Managers and Budget Holders are already fully involved in the annual Budget Setting process.</p>	<p>Due to the impact of the Covid-19 pandemic this will now take place towards the latter end of the financial year.</p>

Organisation Development:

Key Recommendation	Initial Council Response	Current Progress
<p>Ensure further Member training on behaviours, roles and responsibilities. This should include work with political groups, and on how members and officers work together, to ensure members understand and keep to their roles, and ensure their approach is appropriate</p>	<p>Agreed.</p> <p>Members underwent a comprehensive induction programme following the District Elections in May 2019 which included elements relating to the Members' Code of Conduct, the roles of Members and Officers. Cabinet Members and Committee Chairs attended an LGA led member development session on 14 October 2019.</p> <p>Further development sessions will take place to refresh Members regarding their roles and behaviours. Training will also take place with relevant officers in relation to Member/Officers roles and responsibilities to ensure there is a mirrored understanding.</p> <p>The Standards and Personnel Appeals Committee has been involved in considering the ethical governance report from the Committee on Standards in Public Life over the past year with a view to reviewing the Members' Code of Conduct and related processes and procedures. The Local Government Association will be launching a consultation period shortly regarding its proposed new model code of conduct and Members and relevant Officers will contribute to this consultation process in due course.</p>	<p>Development of a training package has been delayed due to COVID-19.</p> <p>The LGA Model Code of Conduct consultation was delayed due to COVID19. The Consultation commenced on 8 June and runs until 17 August. The Consultation will be considered by the Standards and Personnel Committee at its next meeting in order to submit a formal Council response. All Members have been provided with the details of the consultation and asked to provide comments to the Monitoring Officer to feed into the Committee for consideration as part of the response. It is understood the LGA's new Model Code will not now be launched until the Autumn.</p>
<p>Maximise the contribution of the shared service for Internal Audit to ensure that the Audit Committee are supported to keep up with the pace and topics that the council wants to develop. For example, as the commercial programme develops further, the Audit Committee will need to be continually ensuring that governance arrangements and levels of risk are appropriately evaluated.</p>	<p>Agreed. Members underwent a comprehensive induction programme following the District Elections in May 2019 which included training relating to the role of the Audit Committee, treasury management and fraud and commercial investments. Whilst these sessions were aimed at Audit Committee Members, all Members were invited to attend if they wished. Some of these sessions took place immediately before an Audit Committee meeting.</p> <p>Further development sessions will be developed to refresh Members regarding these topics and ongoing training for Audit Committee Members is being planned with our partners from the Central Midlands Audit Partnership.</p>	<p>Discussions regarding training have commenced with CMAP.</p>

Key Recommendation	Initial Council Response	Current Progress
<p>Consider long-term political support for the leadership. As an Independent group, the group lacks the political support of a party structure. This may hamper it in horizon scanning and strategic policy development. It is suggested that the Cabinet works with the LGA to explore support options. This would complement strengthening of corporate strategy and policy development by the organisation itself</p>	<p>Agreed.</p> <p>Council report will be prepared for approval at the AGM on 23 April 2020 to appoint political assistants in accordance with the relevant legislation.</p>	<p>Recommendation approved at the AGM on 23 April.</p> <p>Appointment has been made to the Political Assistant role .</p>
<p>Vary how the Corporate Leadership Team (CLT) pro-actively engages with staff. Although there are engagement mechanisms, many staff do not feel involved or always know what it is happening. Using different engagement mechanisms could reach staff that currently feel disengaged. For example, floor walking, drop-ins and engagement events across all work locations, including the Depot and Brook Street.</p>	<p>Agreed.</p> <p>There already exists a number of different engagement and communication approaches though an outcome from the Employee Survey was about enhanced engagement from CLT including visibility and recognition of work undertaken across all services.</p> <p>CLT members already work from a variety of locations in order to show visible leadership and also undertake “back to the floor” activities in their departments.</p>	<p>The Working together group have considered the positive impact of pandemic and areas for improvement which will be developed further, with case study examples and benefits measurement.</p> <p>Work has commenced to integrate Employee Survey outcomes into Working Together Group work programme,</p> <p>A different range of approaches are being used by CLT to support healthy engagement with all employees through Covid whether operational, office or working from home/remotely e.g. visibility, weekly updates, videos, briefings, video conferences.</p> <p>We are continuing to encourage proactive use of cross organisational working teams. The digi-champs group will shortly be refreshed to encourage wider engagement</p>

Digital Services Transformation (DST):

Key Recommendation	Initial Council Response	Current Progress
<p>Invest resources in the Digital Transformation Plan sooner rather than later. This will make it easier to achieve the £2.2m saving predicted over the next four years. Use the transformation programme to help achieve cross-departmental working, using untapped staff potential and enthusiasm and to develop capacity within the organisation. Consider how</p>	<p>Agreed.</p> <p>An initial review of capacity gaps in digital and technology resource has been completed in order to inform a decision for additional £400k to be set aside in 2020/21 for this purpose. An intended timeline has been aligned to our transformation programme to prioritise additional resources.</p> <p>We will embed the new digital ‘business as usual’ for employees, elected members and residents, fast tracked in response to remote access</p>	<p>Capacity review completed. Initial focus on new Programme Manager role, Customer Services Manager, Innovations and Solutions Architect and Web Content Lead. Interim Innovations and Solutions Manager to commence in June to lead on our solution architecture roadmap.</p> <p>Digital team skills development was hindered by COVID ceasing training availability. Online training has now been developed, several members of the team will pursue this whilst we are supported by</p>

Key Recommendation	Initial Council Response	Current Progress
<p>to backfill posts of those getting directly involved in the transformation</p> <p>Adequate consideration needs to be given to ICT architecture investment and staff development to enable the effective deployment of the digital strategy</p>	<p>and service provision whilst capturing changes being made including channel shift and financial savings.</p>	<p>our low code solution supplier to build and deliver.</p> <p>Progress against our digital blueprint is being reviewed through the ongoing development and refinement of a detailed priority programme plan, this enables the mapping of resources more directly. A weekly programme highlight report outlining progress is shared with all key stakeholders.</p> <p>A benefits realisation report is being developed that outlines and tracks actual outcomes against targets involving financial savings, customer experience and social value.</p> <p>The new website project and transition to Microsoft Office 365 are scheduled for implementation by September 2020.</p>
<p>Third tier managers are keen for greater data management training and to understand how to embed, improve and implement their current data management skills. The team recommend further training and support in qualitative as well as quantitative research and analysis for key staff, and consideration to appoint dedicated data analysts.</p>	<p>Agreed</p> <p>Digital working groups will seek ideas of what data and trend information they might find useful in their services and then work through how this is best delivered. We will determine our key datasets across the whole organisation, such as UPRN, and review the requirement of a specific data officer role.</p>	<p>We have agreed with Nottingham Trent University Business School to engage MBA students in a project brief to understand, through a gap analysis, what elements of good practice data architecture have been implemented, what needs to be done, and recommendations for next steps. The project commences 22nd June, the outcomes of which will inform consideration of our data usage business requirements, what we create that adds value and is used</p>

5. Progress Monitoring

Cabinet is asked to approve that the Overview and Scrutiny Committee monitor the implementation of the key recommendations and supporting action plan.

Implications

Corporate Plan:

The Corporate Plan sets the strategic direction of the Council. The Corporate Plan has been, and will continue to be reviewed annually, particularly clarifying the organisation's key priorities and measured outcomes, in line with the LGA peer challenge recommendations.

Legal:

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

Finance:

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

Risk:

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

Human Resources:

There are no significant human resource issues identified relating to the recommendations in the report

Environmental/Sustainability

(to be completed by the author)

There are no environmental/sustainability issues identified relating to the recommendations in the report.

Equalities:

(to be completed by the author)

There are no significant equalities issues identified relating to the recommendations in the report

Other Implications:

(if applicable)

Reason(s) for Urgency

(if applicable)

Reason(s) for Exemption

(if applicable)

Background Papers

LGA Peer Review report

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Agenda Item 7



Report To:	CABINET	Date:	30TH JUNE 2020
Heading:	REVIEW OF STREET NAMING AND NUMBERING POLICY		
Portfolio Holder:	COUNCILLOR JASON ZADRONZY, LEADER OF THE COUNCIL		
Ward/s:	ALL		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

For Cabinet to review and approve the proposed updates to the Street Naming and Numbering Policy

Recommendation(s)

For Cabinet to approve the revised Street Naming and Numbering Policy.

Reasons for Recommendation(s)

The Street Naming and Numbering policy was approved by Cabinet in 2017. The policy has been reviewed, as required, following a three year period.

The policy facilitates a consistent and logical approach to the naming and numbering of addresses across the District.

Alternative Options Considered

The Council could choose to adopt an alternative street naming and numbering policy to that which is proposed. However, this would not align with national guidance.

Detailed Information

In April 2017, The National Data Co-operation Agreement – Street Naming & Numbering – Practice Working Group released some draft guidance for Street Naming and Numbering. This formed the basis of our new Street Naming and Numbering Policy and was approved by Cabinet.

The main purpose of the policy is to ensure all properties located within Ashfield are assigned with a consistent postal address. This includes both new and converted properties, large developments and single in-fill plots, residential and commercial buildings as well as properties which may not have had official addresses assigned in the past.

Having consistent and logical addresses across the District will ensure that properties are easily located by the Council, the emergency services and other organisations, allowing for quick and efficient delivery of goods and services to the property.

Requests for new street names are carried out in consultation with the developer, emergency services, Royal Mail and Local Councillors. The proposed policy will follow the GeoPlace Data Entry Conventions and Best Practice for Addresses whilst also applying local conventions, as detailed within the attached policy.

As required every three years, the policy has been reviewed and the following key amendments proposed:-

- Added – page 5 para 2

Emphasises that the ability to make payments easily online through our payments ‘e-store’

- Added – page 6 para 3

Clarity that councillors are now engaged earlier in the process in regards to the proposal of street names for development sites, to be agreed with the developer.

Clarity that the Council, as the Street Naming and Numbering Authority, has the final say on the names proposed

- Amended – page 6 point 5(v)

We have incorporated the word ‘local’ along with ‘national’ significance, to recognise the importance the Council places on the opportunity to name streets across the District reflecting local history, geography or a local deceased person who has made a contributory significance to the area or had significant community involvement.

- Amended – page 7 name suffixes

Additional clarity relating to flexibility regarding suitability of street naming suffixes

Implications

Corporate Plan:

Appropriate and relevant street naming promotes Ashfield’s heritage, geography, people of significance and Ashfield as a place.

Legal:

Ashfield District Council has a statutory duty to name and number streets and to approve and register official property addresses within its council boundary, as specified in legislative provisions in Schedule 14 of the Local Government Act 1972, Section 64 of the Town Improvement Clauses Act 1847 (incorporated into Section 160 of the Public Health Act 1875), Section 21 of the Public Health Acts Amendment Act 1907 and Section 17-19 of the Public Health Act 1925.

Finance:

The street naming and numbering policy aligns with our fee charging policy and fees associated with renaming and renumbering of existing addresses.

Budget Area	Implication
General Fund – Revenue Budget	No direct financial implications of approving this policy.
General Fund – Capital Programme	n/a
Housing Revenue Account – Revenue Budget	n/a
Housing Revenue Account – Capital Programme	n/a

Risk:

Risk	Mitigation
Lack of a policy may result in challenges regarding naming and numbering decisions	Adoption of a policy will provide a process and reasoning for the decisions made

Human Resources:

No implications

Environmental/Sustainability

No implications

Equalities:

No equalities implications

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

(if applicable)

Revised Street Naming and Numbering Policy

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Ashfield

DISTRICT COUNCIL

Street Naming and Numbering Policy

Version Updates

The following is a record of the changes/updates that have occurred on this document:

Version	Changes / Updates	Author	Date
0.0	Creation	D Cleary	
0.1	Revision	A Anderson	14/06/2011
0.2	Revision	A Anderson	07/09/2015
0.3	Revision	A Anderson	02/08/2017
0.4	Revision	A Anderson	20/05/2020
0.5	Revision	A Anderson	17/06/2020

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INTRODUCTION

This document sets out the powers, policy and procedure for applying Street Naming and Numbering within the area covered by Ashfield District Council. It will provide consistent guidelines for dealing with any request for new addresses that is received by the Council.

LEGISLATION

- 1.1 The legislative position for street naming and numbering is complex, and various statutory provisions can apply. Under Schedule 14 of the Local Government Act 1972, paragraph 23, all provisions of the Public Health Acts 1875 to 1925 apply throughout England and Wales, subject to specified exceptions. The effect of this is that the legislation relating to numbering of houses is automatically applied.
- 1.2 However, paragraph 24 of Schedule 14 excludes from this automatic provision the legislation on street naming, the alteration of the name and marking of the name (ie. provision of street nameplates). It provides that where the relevant provisions apply in any area prior to 1 April 1974, those provisions will continue to apply.
- 1.3 Paragraph 25 of Schedule 14 then provides that for these street naming provisions, the Council has by resolution, resolved that the provisions shall apply throughout the area.

The relevant statutory provisions with regards to street naming are:

- a) Section 64 of the Town Improvement Clauses Act 1847 (incorporated into Section 160 of the Public Health Act 1875). This allows the Council to name streets (ie. set names for the new streets), mark the street name (street nameplate provision) and control interference with such markings (under the legislation interference is a criminal offence).
 - b) Section 21 of the Public Health Acts Amendment Act 1907. This provides for the alteration of a street name with consent of two-thirds of the ratepayers/council tax payers living in the street. It also gives power to mark the altered street name and control interference with such markings.
 - c) Section 17-19 of the Public Health Act 1925. This legislation covers:
 - i) new names of streets – notice served by developer and requiring the approval of the Council or (by appeal) the Magistrates' Court (Section 17)
 - ii) alteration of names of streets, and assignment of names of un-named streets – notice by Council and consideration of any objections by Magistrates' Court (Section 18)
 - iii) Marking of street names and control of interference – ie. provision of street nameplates and prosecution of anyone removing or interfering with the nameplate (Section 19)
- 1.4 If Section 18 of the Public Health Act 1925 is adopted, then Section 21 of the Public Health Acts Amendment Act 1907 automatically ceases to apply (and vice versa). Similarly, if Section 19 of the 1925 Act is adopted, the street naming provisions in the Town Improvement Clauses Act 1847 will cease to apply (and vice versa).

- 1.5 Section 18 of the Public Health Act 1925 enables an authority to alter the name of a street and to give a name to an un-named street (with the provision for an objector to require the decision to be considered and determined by the Magistrates' Court. Although no consultation process is included in Section 18, officers would carry out a consultation in any event, and therefore it is considered that Section 18 is more appropriate than Section 21 of the Public Health Acts Amendment Act 1907.
- 1.6 In terms of street numbering, these provisions are contained in Sections 64 and 65 of the Town Improvement Clauses Act 1847. These provisions allow the Council to designate numbers of individual houses in streets, ensure that all properties are properly marked with their number (or name), and control interference with such numbers. These provisions are automatically applied throughout England and Wales, via the Public Health Act 1875 and Schedule 14 of the Local Government Act 1972.
- 1.7 As well as simply determining the name or number to be allocated, the Council has (as part of dealing with these applications) carried out liaison services with other bodies. There is no statutory requirement for such liaison and consultation, but it is clearly related to the naming and numbering functions. As this is a discretionary service, a charge can be levied as set out in the Schedule of Charges at Appendix A.
- 1.8 The Local Government Act 2003 brought about new devolved powers for Local Authorities. These included giving Council new powers to charge for non-statutory (ie. discretionary) services (Section 93 of the Act).
- 1.9 In 1994 a British Standard (BS7666 Spatial datasets for geographical referencing) was introduced. The standard comprises a number of parts covering Street Gazetteers, Land and Property Gazetteers and Delivery Points. BS7666 has been through a number of revisions with the last review taking place in 2005/2006. All addresses will be compliant with BS7666.

STREET NAMING AND NUMBERING POLICY

1. Definition

Ashfield District Council has a statutory duty to name and number streets and to approve and register official property addresses within its council boundary. This function is outlined in this document.

2. Aim and Purpose

The main purpose of this policy is to ensure all properties located within Ashfield are assigned with a consistent postal address. This includes both new and converted properties, large developments and single in-fill plots, residential and commercial buildings as well as properties which may not have had official addresses assigned in the past.

Having consistent and logical addresses will ensure that properties are easily located by the Council, the emergency services and other organisations, allowing for quick and efficient delivery goods and services to the property.

3. **Scope**

This policy will affect Ashfield Council staff, Ashfield residents and external organisation. All properties located within the Ashfield District Council boundary are required to be addressed according to this policy.

4. **Service Delivery**

The GIS Technician is responsible for address management service delivery. The post holder sits within the Corporate Policy and Improvement Unit section of the Resources and Business Transformation Directorate.

The GIS Technician is also the LLPG Custodian and the SNN Officer for Ashfield District Council.

The GIS Technician reports to the Corporate Information Analyst and handles the day-to-day administration of the Street Naming and Numbering function.

Requests for new street names are completed within 3 months and requests for new street numbering are completed within 7 days.

5. **Charges for Street Naming and Numbering Service**

Our current Schedule of Charges can be found at Appendix A.

6. **Monitoring and Review**

This policy document will be reviewed every three years, or if a major change in the process is required (because of new legislation for example). Charges will be reviewed on an annual basis, usually for 1st April.

All complaints will be reviewed as they are received in line with the Council's complaints procedure with any required changes to the process being implemented as soon as possible.

7. **Sustainability, Equality and Regeneration**

Our process does not discriminate against any person or company. All requests are actioned as soon as they are received and the required payment is made.

8. **Contact Details**

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STREET NAMING AND NUMBERING PROCEDURE

The street numbering function is carried out by the GIS (Geographic Information Services) Team. The following procedure has been devised in collaboration with the Building Control Section and the Committee Clerks section to clarify street numbering and ensure that consistency is attained when dealing with either infill, new developments or renumbering schemes.

The prime purpose of this function of Local Authorities is to facilitate easy identification of premises by, amongst others, the emergency services.

In April 2017, The DCA-SNN-PWG (Data Co-operation Agreement – Street Naming & Numbering – Practice Working Group) released some draft guidance for Street Naming and Numbering. This will form the basis of our policy and will be followed where possible. Our policy will be updated to reflect this guidance once formally released. For more information, see <https://www.geoplace.co.uk/addresses/street-naming-and-numbering>

1. New Naming and Numbering Requests

In the case of Major developments, once the developer has commenced building on site a plan will be passed to the Street Numbering Officer, either by an internal department, such as Building Control or Legal Section, or direct from the developer.

For a minor development, [single plot or an infill plot](#) the request can come from the Building Control Inspector or direct from the developer, and their recommendations or details of the site location will be passed to the duty Street Numbering Officer.

The developer's plan **must** include:

- Total Number of Plots
- Proposed Street Name(s)
- Types of Property: flats including number of storeys and flats per storey
- Door access to street
- Site Boundary
- Access Road and Name
- North Arrow
- Plot Numbers

The Street Numbering Officer will then review the plan and if necessary carry out a site visit to assess the development. If required contact the Developer to resolve any issues.

2. Payments

The Street Numbering Officer will calculate the charge, where applicable, for each request and obtain agreement in writing (by email) from the developer/requestor.

Payments can be made easily online via our website e-store. Other payment options are available such as over the telephone using a debit or credit card, or direct payments can also be made via BACS.

If required, an invoice can be raised against cost code J44004/J202 and sent by post or email for payment. Once payment is received the request can be progressed.

3. Assigning Street Names

Requests for new street names are carried out in consultation with the developer, emergency services, Royal Mail and Local Councillors. **Local Councillors are engaged early in the process in conjunction with the developer. Once agreed**, site notices are put on site for 4 weeks before confirming. This process takes 3 months but notification is not released until payment has been received. **The Council, as the Street Naming and Numbering Authority, has the final say on the names proposed**

4. Assigning Addresses (no charge applied)

The Street Numbering Officer will then prepare a site plan using the developer's plan. Make a copy of the Developer plan to create draft numbering scheme.

Mark out on draft plan the proposed naming and numbering scheme.

Highlight each different road in a different colour and number all properties on that road in the same colour. To avoid doubt and to ensure consistency the good practice conventions listed in (5) will be used.

5. Good Practice Conventions

Street Naming

Assignment of new addresses will follow the guidance in GeoPlace Data Entry Conventions and Best Practice for Addresses. The following local conventions are also applied for new street naming in Ashfield.

Name Prefixes –

- i) New street names should not duplicate any similar name already in use in the district or neighbouring districts. A variation in the terminal word, i.e. 'street', 'road', 'avenue', etc, will not be accepted as sufficient reason to duplicate a name.
- ii) Street names should not be difficult to pronounce or awkward to spell. In general, words of more than three syllables should be avoided and this precludes the use of two words except in special cases.
- iii) Avoid aesthetically unsuitable names such as Gaswork Road, Tip House, Coalpit Lane, or names capable of deliberate misinterpretation like Hoare Road, Typple Avenue, Swag House, Quare Street etc.
- iv) Avoid having two phonetically similar names within a postal area and, if possible, within a town ie. Kirkby/Sutton or Hucknall, e.g. Alfred Road and Alfred Close or Churchill Road and Birch Hill Road.
- v) Names of living people will not be considered at all, and names of the deceased will only be considered 50 years after their death. An exception may be made if the person has

made some contribution of **national or local significance**, ie. died in military service, significant community involvement.

- vi) The consent of the Lord Chamberlain's office must be obtained if a name with any reference to the Royal family or the use of the word 'Royal' is suggested. For further information, see
<http://www.royal.gov.uk/MonarchUK/Symbols/UseroftheRoyalArms.aspx>
 Email - RoyalNames@cabinetoffice.gov.uk (current as of January 2016)
- vii) The use of North, East, South or West (as in Alfred Road North and Alfred Road South) (or East, West) is only acceptable where the road is continuous and passes over a major junction. It is not acceptable when the road is in two separate parts with no vehicular access between the two. In such a case one half should be completely renamed.
- viii) Where possible names should reflect the history of the site or acknowledge the geography of the area.
- ix) Names that could be seen as advertising are not acceptable.

Name Suffixes –

- x) Subsidiary names (e.g. a row of buildings within an already named road being called 'Example Terrace') should not be used if possible. **However, in some situations this may be preferable depending on the existing numbering.**
- xi) **Some suggestions for traditional street name suffixes are listed below. Others may be used if suitable:**

Street	-	for any road
Road / Way	-	for major roads
Road / Avenue / Drive	-	for residential roads
Grove / Lane / Gardens	-	(subject to there being no confusion with any local open space)
Place / Crescent	-	for a crescent shaped road
Close	-	for a cul-de-sac only
Square	-	for a square only
Hill	-	for a hillside road only
Circus	-	for a large roundabout
Terrace	-	for a terrace of houses (provided it is not a subsidiary name)
Vale / Mead / Rise	-	for residential roads only for exceptional use if pushed

- xii) **New pedestrian ways should end with one of the following suffixes (others may be used):-**

Walk
Path
Way

xiii) New block names should end with the one of the following suffixes:

- House / Court - residential only
- Point - high block residential only
- Tower high block offices or residential

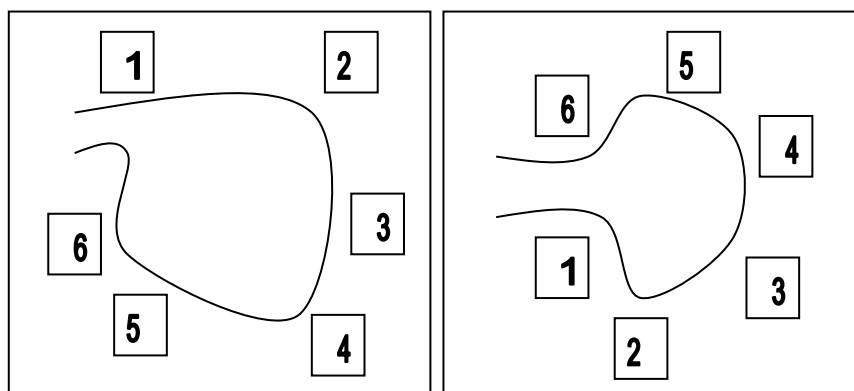
xiv) For private houses it is sufficient that the name should not repeat the name of any house or building in the area.

Street Numbering

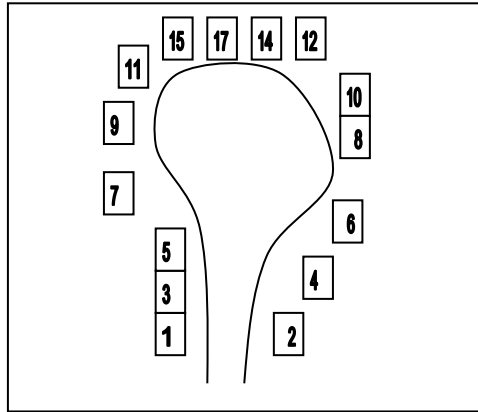
- i) All numbering will start at the beginning of a road (usually the end closest to the town centre).
- ii) Numbers will be assigned with odds of the left of the street and evens on the right of the street when standing at the beginning of the street with your back to the town centre.
- iii) Only use whole numbers, do not use fractions.
- iv) All numbers will be used including number 13.

If the developers plan does not offer a similar number of properties on both sides of the street consider the following alternatives.

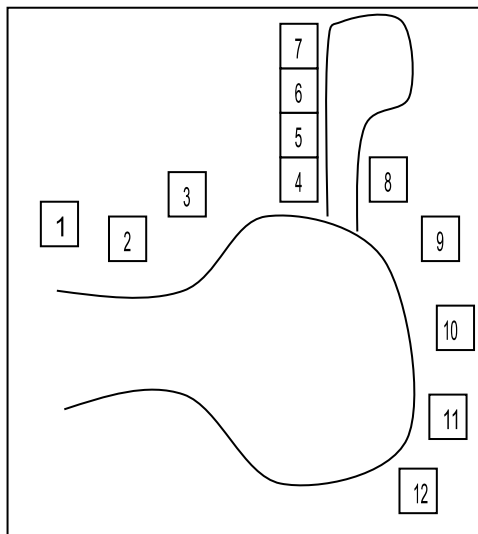
If in the case of a small Cul-de-Sac consider consecutive numbering with number one issued to the first house on the right unless first property on the left hand dominates the street entrance.



In a large Cul-de-Sac the split between odd and even is at the head of the Cul-de-Sac.



If a Cul-de-Sac development is restricted to only one side of the road. Number consecutively.



In the case of offset properties normally at 90° to the main street, number properties outward from road.

- v) For infill numbering, all available numbers will be used first with letters being applied if necessary. Avoid using letters beyond 'C'

A single plot of infill follows the existing numbering scheme but with the 'a' suffix attached to the lowest adjacent number within the existing scheme.

If multiple infill plots, follow existing numbering scheme but with the a, b, c suffix attached to the lowest adjacent number within the existing scheme.

These features should not be included in the numbering scheme.

- Garages
- Car Ports
- Underpasses
- Car Parks spaces
- Sub Station
- Existing properties shown on plan
- Commercial Units

Should the Street Numbering Officer require further clarification the matter shall be referred to their immediate line manager for resolution.

6. Completion

Once the draft scheme has been completed the Street Numbering Officer will issue an official notification containing a letter and location plan using the following rules.

- Rotate the plan to North prior to annotation
- Use black ink
- Scribe numbers onto plan
- Colour code the number against the street name
- For flats include separate key of positions



Example of a street numbering plan

7. Distribution of Notification (charge applied)

Once a new street numbering scheme has been confirmed and the relevant fee paid, notification needs to be sent to the authorities and organisations listed below (see Appendix B).

8. Re-naming or Re-numbering

There are occasions where existing naming and numbering is found to be unsatisfactory and changes need to be made, Complaints come from many sources and all should be properly investigated before deciding on a course of action.

If it is decided that renaming/numbering is necessary, the essential services should first be proposal and consultation.

It is then necessary to seek observations from all persons affected by a renaming and renumbering proposal. This is best achieved by the Public Display of an Official Notice in the area to be affected, and by writing to affected occupiers.

Following the expiry of a reasonable time (suggest 28 days), a decision is reached taking into account objections and other observations received.

A charge is often applicable – see Appendix A for Schedule of Charges

9. Enforcement

On occasion, it is necessary to consider enforcement action to ensure the display of correct names and numbers. Informal action should in all cases be tried first. If however, persuasion fails to achieve results we will consider taking enforcement action.

10. Record Keeping

All requests are recorded in Outlook, under a shared inbox. All correspondence and contact concerning the request is also saved. This allows the function to continue during leave or absence.

Once completed a paper copy of the notification letter and plan is printed and filed in the SNAN files along with all associated paperwork.

A pdf copy the notification letter and plan, along with all associated electronic correspondence, is then filed in P drive on the IT network.

APPENDIX A

Schedule of Street Naming and Numbering Charges

Existing Addresses

Service	From 1st April 2018
Individual House Name / Individual House re-name or re-number including notification	£65
Development re-number due to change in plot numbers, or plot positions including notification	£65 per plot requiring re-numbering
Rename of Street where requested by residents including notification	£200 plus £65 per property

New Addresses

Service	From 1st April 2018
Assign Number/Name of new properties	No charge
Notification Number/Name of new properties (up to 5 properties)	£35 per plot
Notification Number/Name of new properties (6 or more properties)	£35 per plot for the first 5 then £15 for each additional plot thereafter
Additional charge, where this includes naming of a street	£115 per street
Additional charge where this includes the naming of a building (e.g. block of flats)	£115 per block

APPENDIX B

Organisations the Council inform of new or changed addresses

Externally;

Royal Mail Address Development Team
Nottinghamshire Police
Nottinghamshire Fire and Rescue
East Midlands Ambulance Service
Nottinghamshire County Council LSG
Valuation Office Agency
Land Registry Nottingham Office
Central Networks
Severn Trent
British Telecom
NLPG Hub

Internally;

LLPG Custodian
Land Charges Section
Council Tax Billing
Development Control
Building Control
Elections Officer
Waste Management
Highways Services
Legal Section
Environmental Health
Customer Services

No charge is levied against these bodies for receiving the postal address information.

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Agenda Item 8



Report To:	CABINET	Date:	30 JUNE 2020
Heading:	POLICY FOR DISCHARGING THE HOMELESSNESS DUTY INTO THE PRIVATE RENTED SECTOR		
Portfolio Holder:	CLLR T HOLLIS, PORTFOLIO HOLDER FOR HOUSING AND ASSETS		
Ward/s:	ALL		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

To seek approval of the policy to enable the Housing Options Team to discharge duties owed under the homelessness legislation into the Private Rented Sector (PRS).

Recommendation(s)

To approve the Policy on Discharging the Homelessness Duty into the Private Rented Sector (PRS).

Reasons for Recommendation(s)

Homelessness legislation and regulation puts the onus on local Councils to assist residents who are homeless or threatened with homelessness to find a solution to their needs. It is important that a range of options are considered beyond its own stock of housing. This includes accommodation in the PRS. The Council needs to have published a policy on discharging into the PRS in order to utilise this option.

Alternative Options Considered

(with reasons why not adopted)

To not develop this policy. Not recommended: this policy is required to enable the Housing Options Team to discharge the homelessness duty into the PRS. This policy will increase the tools available to the Housing Options Team to resolve cases of homelessness.

Detailed Information

The Localism Act 2011 (sections 148 and 149) introduced provisions which enables local housing authorities to bring its statutory housing duty under section 193 of the Housing Act 1996 (as amended) (HA96) to an end, by making an offer of a private rented sector tenancy for a period of 12 months rather than a social housing tenancy.

Amendments under the Homelessness Reduction Act 2017 extended these powers in the HA96 to enable local housing authorities to bring additional accommodation duties to an end through such an offer.

The Policy on Discharging the Homelessness Duty into the PRS details the Council's approach to making Private Rented Sector Offer (PRSO) to those applicants owed an accommodation duty as listed below

- Offer of suitable accommodation to end a prevention¹ or relief duty²
- Final accommodation offer to end a relief duty
- Private rented sector offer to end the main housing duty³

The policy also describes what factors the Council will take into account when assessing its suitability and what steps an applicant can take if they do not agree with the Council's decision.

Without this policy, the Housing Options Team may make an offer of PRS accommodation to a homeless household. However, the duty owed to them can only be discharged if they agree to the offer. Under this policy, the relief duty and main duty can be unilaterally discharged with an offer of suitable accommodation; households have a right to request a review of the offer by a senior officer.

This policy will apply to residents of temporary accommodation, who currently are largely made an offer of social housing in order to discharge the homelessness duty owed to them.

This policy is technical in nature due to the rights residents have to request a review and/or legally challenge the decisions made by the Council, however, every effort has been made to use plain language when describing the relevant legislative provisions.

Implications

Corporate Plan:

The Corporate Plan states that we will enhance Ashfield's homelessness service to meet the needs of residents within the district through delivery of the homelessness and rough sleeping strategy. Securing PRS tenancies for homeless households supports this aim.

¹ Where a local authority is satisfied that an applicant is threatened with homelessness and eligible for assistance, it must take reasonable steps to help the applicant secure that accommodation does not cease to be available for their occupation.

² Where a local authority is satisfied that an applicant is homeless and eligible, it must take reasonable steps to help the applicant secure that accommodation becomes available for at least six months.

³ Where the [duty to relieve homelessness](#) has ended, the local authority is subject to an ongoing duty to secure that accommodation is available to an applicant who is: eligible for assistance, in priority need, and unintentionally homeless.

Legal:

The report and Policy set out the legislative requirements and duties placed upon the Council as Local Housing Authority in detail.

Finance:

Budget Area	Implication
General Fund – Revenue Budget	No direct financial implications as a result of adopting this policy.
General Fund – Capital Programme	Not applicable
Housing Revenue Account – Revenue Budget	Not applicable
Housing Revenue Account – Capital Programme	Not applicable

Risk:

Risk	Mitigation
There is a low risk that a resident could legally challenge a decision made under this policy in the courts	A robust policy has been developed that will guide the work of the Housing Options in discharging relevant duties with an offer of PRS accommodation. This work will be regularly monitored to ensure compliance and consistency.

Human Resources:**Environmental/Sustainability**

(to be completed by the author)

As the PSE team will inspect many of the properties offered under this policy, there will be an opportunity to discuss improving the environmental performance of these properties with the landlord, particularly where they fail to meet the minimum legal requirements. Page 6 of the attached policy document sets out the Council's suitability requirements.

Equalities:

(to be completed by the author)

Homelessness disproportionately affects households with a range of protected characteristics, and households may be awarded priority need status as a result of their protected characteristic, e.g. being pregnant or having dependent children.

This policy takes into account a number of issues relevant to protected characteristics in ensuring an offer of accommodation is suitable, such as access to established links with schools, doctors, social workers and other key services.

Other Implications:

(if applicable)

Reason(s) for Urgency

(if applicable)

Reason(s) for Exemption

(if applicable)

Background Papers

(if applicable)

Report Author and Contact Officer

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Policy on Discharging the Homelessness Duty into the Private Rented Sector

Introduction

The Localism Act 2011 (sections 148 and 149) introduced provisions which enables local housing authorities to bring its statutory housing duty under section 193 of the Housing Act 1996 (as amended) (HA96) to an end, by making an offer of a private rented sector tenancy for a period of 12 months rather than a social housing tenancy.

Amendments under the Homelessness Reduction Act 2017 extended these powers in the HA96 to enable local housing authorities to bring additional accommodation duties to an end through an offer in the sector.

This policy details Ashfield District Council's (ADC) approach to making an offer in the privately rented sector to those applicants owed an accommodation duty as listed below:

- Offer of suitable accommodation to end a prevention¹ or relief duty²
- Final accommodation offer to end a relief duty
- Private rented sector offer to end the main housing duty³

The policy also describes what factors the Council will take into account when assessing its suitability and what steps an applicant can take if they do not agree with the Council's decision.

Legal framework

This policy operates alongside the Council's Choice Based Lettings Policy and Homelessness and Rough Sleeping Strategy 2019-24. It is compliant with:

- The Housing Act 1996, as amended by the Homelessness Act 2002 and the Homelessness Reduction Act 2017

¹ Where a local authority is satisfied that an applicant is threatened with homelessness and eligible for assistance, it must take reasonable steps to help the applicant secure that accommodation does not cease to be available for their occupation.

² Where a local authority is satisfied that an applicant is homeless and eligible, it must take reasonable steps to help the applicant secure that accommodation becomes available for at least six months.

³ Where the [duty to relieve homelessness](#) has ended, the local authority is subject to an ongoing duty to secure that accommodation is available to an applicant who is: eligible for assistance, in priority need, and unintentionally homeless.

- Homelessness Code of Guidance 2018, in particular Chapter 17
- Equality Act 2010
- The Localism Act 2011
- The Homelessness (Suitability of Accommodation) Order 1996
- The Homelessness (Suitability of Accommodation) (England) Order 2012
- Guidance issued by the Courts to local authorities regarding the suitability of accommodation and out of District placements.

This policy will ensure a comprehensive and consistent needs and risk assessment is carried out for each homeless (or threatened with homelessness) household. This approach will ensure applicants' needs are appropriately met at all times.

This policy will also ensure that there is no discrimination on the grounds of any of the protected characteristics under the Equality Act.

ADC will normally seek to secure private sector accommodation within its own boundary. However, this may not always be possible and in some cases the accommodation offered may be located outside Ashfield. Each case will be assessed on its own merits and by taking into account relevant legislation and Codes of Guidance in force at the time.

Offer of suitable accommodation made under the prevention or relief duty

ADC may end the prevention or relief duty owed to any applicant with an offer of suitable accommodation, where there is a reasonable prospect of that accommodation being available for at least 6 months, although ADC will seek to secure a 12 month tenancy wherever possible (as recommended by the Code of Guidance).

For applicants in priority need, an enhanced test of suitability applies.

All applicants will be given an opportunity to view the property before being asked to accept the offer.

Applicants will be allowed a reasonable period to decide whether or not to accept the offer (as recommended by the Code of Guidance).

If the offer is made to an applicant owed the prevention duty and the applicant refuses the offer, ADC may discharge the prevention duty under S195(8)(d) for refusal of a suitable offer of accommodation. This will not affect any further duties owed to the applicant such as the relief duty and the main housing duty if they become homeless.

If the offer is made to an applicant owed the relief duty and the applicant refuses the offer, ADC may discharge the relief duty under S189B(7)(c) for refusal of a suitable

offer of accommodation. This will not affect any further duties owed to the applicant, if any, under the main housing duty, which will be determined through an assessment that considers priority need and intentional homelessness (this is not an exhaustive list).

ADC may also to utilise the provisions of S193B(2) to bring the relief duty to an end due to the applicant's deliberate and unreasonable refusal to cooperate. Whilst the relief duty may be brought to an end, ADC will continue to have a duty under S193C(4) to make a final offer of accommodation (see below) to those applicants in priority need and unintentionally homeless.

Final accommodation offer to end a relief duty (sections 193A(6) and 193C(9))

ADC may bring the relief duty to an end through a final accommodation offer, whether it is accepted or refused.

ADC may also bring a S193C(4) duty to an end through a final accommodation offer, that is the accommodation duty owed to an applicant who is in priority need and not intentionally homeless but who is served a S189B(2) notice for deliberate and unreasonable failure to cooperate with ADC.

A final accommodation offer is:

- (a) an offer of an assured shorthold tenancy made by a private landlord;
- (b) made, with the approval of the authority, in pursuance of arrangements made by the authority in the discharge of their duty under section 189B(2); and
- (c) the tenancy being offered is a fixed term tenancy for a period of at least 6 months.

The accommodation secured must be available for occupation by the applicant together with any other person who normally resides with them as a member of their family, or any other person who might reasonably be expected to reside with them. It must be suitable for their occupation.

The applicant must have been informed of the consequences of refusal as well as the right to request a review of the suitability of the offer.

An applicant who refuses an offer of this type will not subsequently be owed the main housing duty (section 193A (3)).

ADC will ensure any offer allows the applicant to end any obligations they have in respect of existing accommodation, for example, to give notice.

Private rented sector offer to end the main housing duty

ADC may make a Private Rented Sector Offer (PRSO) to end the main housing duty.

A PRSO is an offer of a fixed term assured shorthold tenancy of at least one year, offered by a private landlord and arranged by a local authority in order to end the main housing duty. If a homelessness officer considers that a PRSO is appropriate to the needs of the applicant, and suitable accommodation can be secured, then such an offer will routinely be made. It is acknowledged that a tenancy in the privately rented sector may not be suitable for all households to whom a statutory duty is owed. Therefore, ADC will consider each household's individual circumstances as to whether a private rented sector offer could be appropriate.

A Private Rented Sector Offer is defined by section 193(7AC) Housing Act 1996 (as amended) as:

- a) an offer of an assured shorthold tenancy made by a private landlord;
- (b) made, with the approval of the authority, in pursuance of arrangements made by the authority with the landlord with a view to bringing the authority's duty under section 193; and
- (c) the tenancy being offered is a fixed term tenancy for a period of at least 12 months.

The accommodation secured must be available for occupation by the applicant together with any other person who normally resides with them as a member of their family, or any other person who might reasonably be expected to reside with them. It must be suitable for their occupation.

ADC will ensure any offer allows the applicant to end any obligations they have in respect of existing accommodation, for example, to give notice.

ADC may end these duties if the applicant either accepts or refuses a PRSO, subject to the applicant having been informed in writing of:

- the consequences of refusal
- their right to request a review of the suitability of the accommodation
- the S195A 'reapplication duty' that may apply to any further applications to ADC within two years of accepting this offer

Reapplication duty

A reapplication duty will apply to any applicant who makes a further homeless application to any local housing authority who is:

- homeless, eligible for assistance and not intentionally homeless
- applying within 2 years of accepting a private rented sector offer made in discharge of the main housing duty (s193)

In such cases, ADC will provide suitable interim accommodation whilst carrying out inquiries regarding the main housing duty.

ADC will owe a main housing duty if it is satisfied through these inquiries that an applicant is homeless, eligible for assistance and not intentionally homeless.

This duty also applies where an applicant has secured other accommodation following the end of their PRS offer tenancy.

The reapplication duty is only owed once following each PRS offer. If an applicant becomes unintentionally homeless again within the 2 years and have already been assisted through the reapplication duty, a new application for assistance must be made.

The reapplication duty only applies to the original applicant and not another member of their household.

Under the reapplication duty, an applicant who has been served with a valid notice under section 21 of the Housing Act 1988 will be treated as being threatened with homelessness from the date the notice is issued, and homeless from the date on which the notice expires.

Suitability

Where ADC has secured accommodation to discharge a prevention, relief or main housing duty, the accommodation must meet the suitability considerations set out in the relevant Acts and case law and the Homelessness Code of Guidance 2018.

This means that a range of factors including affordability, size, condition and location of accommodation must be considered in determining suitability for the applicant's household.

However, there are additional suitability requirements that apply to private rented sector accommodation that is offered:

- (a) To bring to an end the section 193(2) main housing duty (section 193(7F))
- (b) As a final accommodation offer made in the 189B relief stage (sections 193A(6) and 193C(9))

(c) To an applicant who has priority need, in order to prevent or relieve their homelessness

In these instances the accommodation must also comply with Article 3 of the Homelessness (Suitability of Accommodation) (England) Order 2012.

The suitability of the location for all the members of the household must be considered. Particular consideration must be made of the employment, caring responsibilities and educational needs of the household. Where possible ADC will try to seek to secure accommodation close to where the applicant was previously living in order to retain established links with schools, doctors, social workers and other key services and support and close to any persons for whom the applicant is a registered carer.

Properties will be inspected by a suitably qualified officer who must be satisfied that it is in a reasonable condition and free from any Category 1 hazards under the Housing Health & Safety Rating System. In determining whether the property is in reasonable physical condition attentions should be paid to signs of damp, mould, indications that the property would be cold, for example cracked windows, and any other physical signs that would indicate the property is not in good physical condition.

ADC will require a copy of a written tenancy agreement specifying the terms of the tenancy and will review whether it is adequate. An adequate agreement sets out in a clear and comprehensible way the tenant's obligations. For example, a clear statement of the rent and other charges, and also the responsibilities of the landlord. Acceptable agreements will not contain unfair or unreasonable terms, such as call-out charges for repairs or professional cleaning at the end of the tenancy unless in the instance that wilful damage has been caused.

The tenant will be given a copy of this agreement and the Council will hold a copy on file.

All 12 month tenancy agreements made under private rented sector offers to end the main housing duty should include an option for the renewal of the tenancy for a further 12 months if agreed upon by both the landlord and the tenant.

Where private rented sector offers are used to discharge a prevention or relief duty, the Council encourages the use of tenancies for longer than 6 months wherever possible.

A property will not be considered suitable if the landlord cannot provide evidence of the following:

- i) All electrical equipment in the property is safe, meeting the requirements of regulations 5 and 7 of the Electrical Equipment (Safety) Regulations 1994.

- ii) Furniture and furnishings supplied must comply with the Furniture and Furnishings (Fire) (Safety) Regulations 1988 (as amended).
- iii) That reasonable precautions have been taken to prevent the possibility of carbon monoxide poisoning, where such a risk exists, for example the installation of a carbon monoxide alarm.
- iv) A valid, current, energy performance certificate as required by the Energy Performance of Buildings (Certificates and Inspections) (England and Wales) Regulations 2007.
- v) A current Gas Safety certificate in accordance with the Gas Safety (Installation and Use) Regulations 1994.
- vi) A House of Multiple Occupation (HMO) Licence for properties subject to sections 55 and 56 of the Housing Act 2004.
- vii) Also for properties subject to HMO licencing, a fire risk assessment of the common or shared parts of the building leading to adequate and appropriate fire safety measures.

A written record will be kept of the officer that inspected the property, the date, copies of relevant documentation and instructions for any works to be undertaken.

Applicants will only be offered accommodation owned by persons that the Council is satisfied are 'fit and proper' to act in the capacity of a landlord. Local authorities are required to consider any convictions in relation to:

- housing and landlord and tenant law
- fraud or other dishonesty
- violence or drugs
- discrimination and/or sexual offences
- management failures
- harassment or illegal eviction
- the Equality Act 2010

In order to investigate the above, the Council will check its own records and conduct appropriate and proportionate checks, on all landlords whose properties are being used in discharge of the Authority's duties.

The particular requirements of Article 3 do not apply to accommodation secured for households that do not have a priority need, or to accommodation that the authority helped the applicant to secure but the applicant identified for themselves. This is in accordance with homelessness legislation and the Homelessness Code of Guidance 2018. However, reasonable efforts will be made to ensure that private rented sector accommodation secured for applicants who do not have a priority need is safe, and in reasonable condition. All applicants looking for their own accommodation will be provided with sufficient guidance to enable them to consider standards.

Location

Section 208(1) of HA96 requires that authorities shall, in discharging their housing functions under Part 7 of the 1996 Act, in so far as is reasonably practicable, secure accommodation within the authority's own district.

Where this is not possible a private rented sector offer may be made outside Ashfield District Council and the relevant local authority will be notified. Wherever possible, the accommodation will be in the nearest practicable local authority area.

There may be clear benefits for some households in being made an offer outside of the District, for example where a member of the household is at risk of violence or where ex-offenders or drug/ alcohol users would benefit from being accommodated outside of Ashfield to break links with previous negative contacts.

When considering the suitability of location of accommodation, the authority will take into account:

- distance of accommodation from the applicant's previous home
- disruption to the employment, caring responsibilities, or education of members of the household
- disruption to the employment, caring responsibilities, or education of members of the household
- access to amenities such as transport, shops and other necessary facilities; and established links with schools, doctors, social workers and other key services and support essential to the wellbeing of the household
- Where a placement is made outside of the District, notice shall be given within 14 days to the receiving local housing authority in whose district the accommodation is situated.

Review process

- i) Applicants will be advised of their rights in relation to Council decisions that are reviewable (section 202 of the Act). This includes decisions as to the suitability of relevant offers in the private rented sector.
- ii) Applicants can request a review of suitability within 21 days of the offer. This can be done in writing or verbally by the applicant or someone acting on their behalf.
- iii) Once a review request has been received, the Council will write to the applicant to acknowledge the request and to provide details of the review procedure
- iv) A senior officer within the Housing Options Team will complete the review in line with the Allocation of Housing and Homelessness (Review Procedures) Regulations 1999. This will be normally be within 8 weeks of

the request for the review. However, if both the applicant and the Council agree in writing, this period can be longer.

The review outcome can be:

Upheld – the offer of accommodation will have been deemed to be suitable and the decision to discharge the homelessness duty will still apply.

Overtaken - the Council will revisit the offer of accommodation and will make a further offer of suitable accommodation with consideration for the reasons that the previous offer of accommodation was unsuitable. The homelessness duty will not be discharged until a further offer of suitable accommodation is made.

The Council is not legally obligated to provide the applicant with temporary accommodation pending the outcome of the review. Applicants will be advised of the consequences of accepting or rejecting the offer whilst the review is being considered.

Once a review decision is made, the Council will write to the applicant informing them of the decision. The letter will explain the review decision, how the Council came to the decision and the right to appeal the review decision to the County Court on a point of law. All appeals must be made to the County Court within 21 days of the review decision. Applicants considering an appeal to the County Court are advised to obtain independent legal advice.

ADC is not legally obligated to provide the applicant with temporary accommodation pending appeal process.

Monitoring and Review

Details of households for whom a duty is discharged through a private rented sector offer will be recorded on ADC's database, Civica.

Quarterly returns to the Ministry of Housing, Communities and Local Government on the H-CLIC data collection system.

The policy will be reviewed in the first instance after 12 months of operation and subsequently ever three years and, in exceptional circumstances, in response to significant changes in supply or demand conditions. It will also be reviewed in line with any significant change in legislation, guidance issued by the Ministry of Housing, Communities & Local Government or significant case law.

Appendix 1 – Flow charts

Prevention duty	
Offer of suitable accommodation made	
Refused	Accepted
Discharge the prevention duty under S195(8)(d) for refusal of a suitable offer of accommodation.	Discharge the prevention duty under S195(8)(a)
May be owed other duties such as relief or main housing duty	

Relief duty	
Offer of suitable accommodation made	
Refused	Accepted
Discharge the relief duty under S189B(7)(c) for refusal of a suitable offer of accommodation.	Discharge the relief duty under S189B(7)(a)
May be owed other duties such as main housing duty	

Relief duty	
Final accommodation offer made	
Refused	Accepted
Discharge the relief duty under S193A	Relief duty ended
No further duties owed	

Main housing duty	
Private Rented Sector Offer made	
Refused	Accepted
Relief duty ended	Relief duty ended

Agenda Item 9



Report To:	CABINET	Date:	30 JUNE 2020
Heading:	AFFORDABLE HOUSING DEVELOPMENTS – SUTTON IN ASHFIELD		
Portfolio Holder:	COUNCILLOR TOM HOLLIS – PORTFOLIO HOLDER FOR HOUSING AND ASSETS		
Ward/s:	CENTRAL AND NEW CROSS; SKEGBY		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

To advise Members about the opportunity to develop a small number of Council owned sites within Sutton in Ashfield for the purpose of affordable housing and to seek approval of the development proposals.

The sites in question are as follows;

1. Stoney Street Car Park, Stoney Street, Sutton in Ashfield
2. Beeches Community Centre, The Beeches, Skegby
3. Poplars Community Centre, Charles Street, Sutton in Ashfield

A plan of each site along with site photographs are included within the background papers.

Recommendation(s)

The following would be subject to Planning consent and confirmation of Homes England funding.

1. To approve the demolition of two community centres, namely The Beeches and The Poplars, for the purpose of redeveloping the land for much needed adapted housing let on an affordable rent basis.
2. To declare that the Stoney Street car park is no longer required for the purposes of car parking and to approve its future use as family housing let on an affordable rent basis.
3. To grant delegated authority to the Director of Housing and Assets, in conjunction with the Director of Legal and Governance and the Chief financial Officer, to agree the appropriation of the Stoney Street site from the General fund to the Housing Revenue Account based upon best consideration of the land value, lost car park revenue and the parameters of the social housing viability model.
4. To recommend that the Council approves the use of Housing Revenue Account reserves to fund the site clearances and the development of circa 9 new Council Homes. If approved, the project will be added to the Capital Programme.
5. To grant delegated authority to the Director of Housing and Assets, in conjunction with the Director of Legal and Governance and the Chief Financial Officer, to negotiate and formalise fees, scheme costs, specification, delivery and any other aspects of the proposed development.
6. To grant delegated authority to the Director of Housing and Assets, in conjunction with the Director of Legal and Governance and the Chief Financial Officer, to procure and appoint a contractor to develop the three sites as a single package.
7. To grant delegated authority to the Director of Housing and Assets to contract, on behalf of the Council, with Homes England, for the purposes of receiving subsidy to ensure that developments are viable and fall within the Councils' 30 year business plan model.

Reasons for Recommendation(s)

To enable a project that will increase Ashfield District Council's housing stock in order to meet significant levels of demand for affordable rented properties within the district, and to provide much needed adapted homes for the District's elderly and vulnerable residents.

Alternative Options Considered

An alternative is to do nothing, i.e keep the car park and the community centres as is. This is not recommended as both are under-utilised and can be re-purposed for much needed affordable housing.

A second option would be to sell the sites. However the viability of the sites as a development opportunity for outside parties is very low given the likely capital receipt. Affordable housing would not be delivered on the sites.

Detailed Information

The Corporate Plan sets out the Council's ambition to ensure there is sufficient good quality, affordable housing for the residents of Ashfield. To achieve this the Council cannot rely upon Registered Providers and private house builders alone; it is important that the Council looks at the opportunities to develop new affordable housing on sites it owns.

The Housing Strategy, in keeping with Government policy, has a strong focus on the importance of housing for good health and for helping older and disabled residents to remain independent in their home. The Strategy highlights the importance of prevention and practical action to ensure homes are fit for purpose to keep residents out of hospital and residential care. The Council offers standard forms of housing and it can be a struggle to assist residents whose needs differ from this, in particular those who are wheelchair users. The bungalows will go some way towards helping the Council meet these needs and fulfilling the aims of its Housing Strategy.

An assessment of sites has been conducted with a view to devising an Affordable Housing Development Programme. The first 3 sites that have been identified as being suitable for development include;

Stoney Street Car Park – currently a small pay and display car park within a residential and commercial setting. Site use is low, typically generating a gross income of circa £2500 and incurring costs of £3000 in NDR (Non Domestic Rates) per annum.

Beeches Community Centre – located within a residential setting. Low usage levels from both paid sources and community groups. The Centre requires long term investment and is currently running at a net loss. Alternative local centres are available for user groups.

Poplars Community Centre – located within a residential setting. Very low level use from local community groups. The Centre requires long term investment and is currently operating at a net loss. Alternative local centres are available for user groups.

Both Community Centres will require significant levels of ongoing investment if they are to be retained and remain fit for purpose in future.

There are family homes adjacent to Stoney Street Car Park and subject to Planning consent the intention would be to continue the current street scene by developing 3 x 3 bedroom homes and 2 x 2 bedroom homes on the site, all with designated off-street parking. Demand for family homes in the area is high, currently each vacant Council house in the Central Sutton and Skegby areas attracts between 70-100 bids when advertised through the Homefinder Lettings Service and there are currently 3900 applicants in total on the Housing Register.

In respect of the Community Centres, the intention would be to demolish the existing buildings and develop much needed adapted bungalows. On each site the proposal is to build 2 x 2 bedroom bungalows. The units would be suitable for local residents with disabilities, a group of residents whose needs the Council struggles to meet from the existing stock of properties. Options for 3 bedroom bungalows are also being explored. Demand from applicants on the housing Register is high with a 2 bedroom Council bungalow in Sutton in Ashfield typically attracting 50-60 bids.

The Community Centres both sit within the Housing Revenue Account (HRA) whereas Stoney Street car park is a General Fund site. As such, as part of the pre-development process Stoney Street would need to be appropriated into the HRA and the General Fund compensated accordingly.

The development, in addition to delivering much needed affordable housing would bring in extra Council Tax revenue and may, subject to potential changes to Government funding arrangements, also generate New Homes Bonus funding.

The viability of the development is dependent upon the Council receiving Homes England funding. Should the application for funding be unsuccessful the scheme would not proceed as the payback period, which is the time it would take the Council to recover the financial outlay from the rental income received would be prohibitive.

In keeping with other council housing, at least some of the units will be eligible for the Right to Buy. However, the Council is entitled to receive the full cost of the building if sold within the first 15 years of completion, thus negating this risk at least in part.

Scheme costs

The development on the 3 sites will be funded through HRA reserves and Homes England (HE) funding. HE funding is not a given, but we are confident the development will be supported. Typically HE funding is circa £40,000 per plot of build costs.

The plans and the procurement of contractors are at an early stage. Our initial assessment is that the total cost of the development is in the region of £1.46 million, the cost net of HE funding is circa £1.10 million. This equates to an average of £122,222 per unit, or a value for the 3 beds of £131,000 and the 2 beds £117,000.

The properties would be made available on an affordable rent basis (80% of market rent) as this is a requirement of receiving funding from Homes England. The time taken to pay back the Council's financial outlay, assuming HE funding at £40,000 per unit, is 34 years, which is within the Council's parameters. If HE funding was not received the payback period stretches beyond 40 years and so is considered not financially viable.

The appropriation of surplus car park land from the General Fund to the Housing Revenue Account is permissible under Section 19 of the Housing Act 1985.

Contract and procurement

The intention would be to work the Nottingham City Council's Procurement Unit to identify a contractor for the works and other specialist consultants needed to deliver the development.

In all likelihood the Council would enter into contract with the preferred contractor selected through the Pagabo framework. The contract terms would be agreed between the Council and the contractor. In addition to the main contractor the Council will need to appoint a third party, an employer's agent, to manage the build process, to act as quantity surveyor for payment stages, and sign off the completed works.

The Council will expect the successful contractor to bring added social value to the area in the form of employing local labour or utilising local suppliers.

Timescales

Subject to Members approval the intention would be to move forward with the development at the earliest opportunity. There are a number of pre-development processes to complete, the most obvious being Planning consent. If Planning approval is achieved in late summer there is a strong likelihood that works could start on site in late 2020 with completion in summer 2021.

Implications

Corporate Plan:

The Corporate Plan identifies a need to ensure there is sufficient housing available in the district of the right size, type and quality, ensuring an adequate supply of affordable housing.

Legal:

Legal advice and support will be provided throughout the process.

Contract Procedure Rules allow procurement through framework agreements.

Appropriation to HRA

Section 122 of the Local Government Act 1972 empowers a Local Authority to appropriate land for any purpose for which the Council is authorised by the 1972 Act (or any other enactment) to acquire land by agreement and which is surplus to the Council's requirements. With regard to the former, the Council is able to acquire land for housing purposes under section 17(1) of the Housing Act 1985 by agreement or otherwise. Appropriation under section 122 is expressly made subject to the rights of other persons in respect of the land concerned.

Section 19 (1) of the Housing Act 1985 states that a Local Authority may appropriate for the purposes of housing any land for the time being vested in them or at their disposal and the authority shall have the same powers in relation to the land appropriated as they have in relation to land acquired by them for the purposes of housing.

If land is transferred between the HRA and the General Fund, an adjustment to the HRA will be required (paragraph 5, Part III of Schedule 4 to the Local Government and Housing Act 1989 and Part VI section 74). The appropriation of assets between the General Fund and the HRA will require the transfer of debt of the appropriated asset. Adjustments are required to reflect the change in the HRA capital financing requirement.

Finance:

The Community Centres are currently running at a net loss.

The Poplars annual running costs are circa £15,000 per annum, against an income of £9,000. Ongoing maintenance and investment means that the projected net loss will increase to circa £11,000 per annum.

Annual running costs for the Beeches are broadly similar but this centre only generates around £1000 in income each year. With maintenance and investment costs set to increase the current £14,000 net loss is likely to increase to a deficit of £19,000 per year.

Budget Area	Implication
--------------------	--------------------

General Fund – Revenue Budget	Loss of ADC's share of NDR income on the carpark which would be offset by additional Council Tax and potentially New Homes Bonus. Reduction in Capital Charges due to reduction in Capital Financing Requirement due to the appropriation of land to HRA
General Fund – Capital Programme	None
Housing Revenue Account – Revenue Budget	Additional annual rent of £55,200.00 some of which will be used to meet ongoing maintenance costs on the new Council Houses. Increase in Capital Charges due to reduction in Capital Financing Requirement due to the appropriation of land to HRA
Housing Revenue Account – Capital Programme	Circa £1.1m build costs

Risk:

Risk	Mitigation
Land proves unsuitable without significant remediation	Topographical and ground surveys produced before contract commitment
Unexpected costs	Risks to be minimised through contract
Material and / or building supply delays	Risks with contractor, offset through a Longstop clause
Potential asbestos removal from Community centres	Check against specific register, instruct type 2 survey if required.

Human Resources:

No implications

Environmental/Sustainability:

All new properties to be built to current environmental regulations, with lowest achievable u value.

Equalities:

An Equalities Impact Assessment Screening Form has been completed and attached. There are no significant issues.

Other Implications:

(if applicable)

Reason(s) for Urgency

(if applicable)

Reason(s) for Exemption

The report contains commercially sensitive information

Background Papers

Site plans

Report Author and Contact Officer

Andy Kirkland
Housing Development Lead Officer
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CABINET REPORT – 30TH JUNE 2020
AFFORDABLE HOUSING DEVELOPMENTS – SUTTON IN ASHFIELD
Additional Information

SITE 1 - STONEY STREET CAR PARK

Located on the outskirts of the town centre, off Outram Street



Car park with existing residential provision on 3 sides.



Potential designs:



SITE 2 - POPLARS COMMUNITY CENTRE

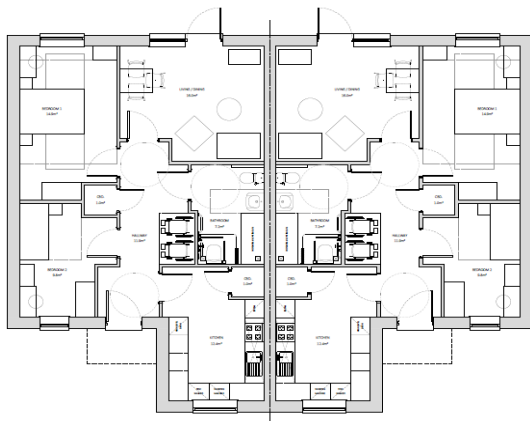
Located off Charles Street, within an established residential area.



Existing community centre building



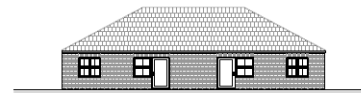
Potential plans:



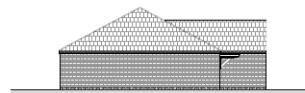
GROUND FLOOR PLAN
1:500



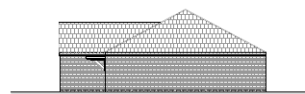
FRONT ELEVATION
1:500



REAR ELEVATION
1:500



SIDE ELEVATION
1:500



SIDE ELEVATION
1:500

SITE 3 - BEECHES COMMUNITY CENTRE

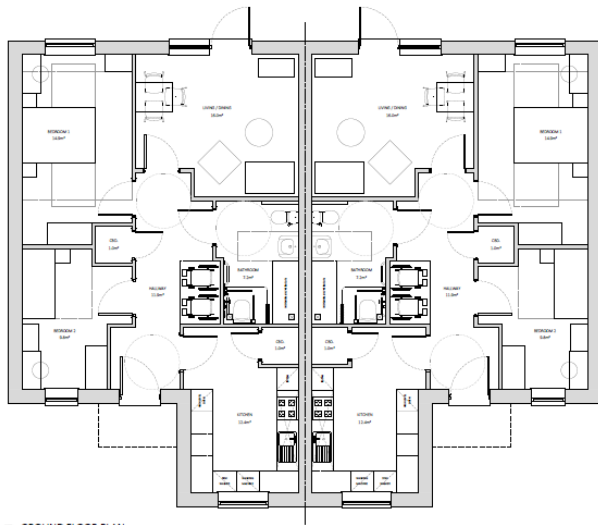
Located in an established residential area off The Beeches, Skegby



Existing community centre building



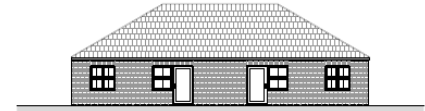
Potential plans:



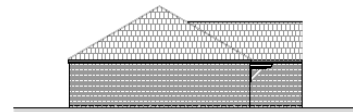
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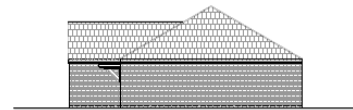
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Equality Impact Assessment Screening Form

The purpose of this Equality Impact Assessment Screening exercise is to determine if the proposed changes may result in a negative impact on the people representative of the protected characteristics.

1.1 Which function/policy are you assessing?			
NEW HOUSING DEVELOPMENT – NEW CROSS AND SKEGBY			
1.2 Who is responsible for this Service?			
Lead Development Officer Service Manager – Strategic Housing			
1.3 What are the key objectives/aims of this function/policy? Please state the benefits or outcomes of the service.			
To provide new affordable homes in the borough, with particular emphasis on adapted bungalows, to meet the need of the residents			
1.4 Are any of the following groups (referred to as protected characteristics within the Equality Act 2010) likely to be affected by the proposed changes?			
<u>Equality Strand</u>	<u>Positive</u>	<u>Negative</u>	<u>Unmet Need</u>
Age	Yes	None Identified	None Identified
Disability	Yes	None Identified	None Identified
Gender	No	None Identified	None Identified
Race	No	None Identified	None Identified
Religion or Belief	No	None Identified	None Identified
Sexual Orientation	No	None Identified	None Identified
1.5 If you are certain that the changes being assessed will not have a negative impact on these groups please state the reasons/evidence.			
As per council policy, no one group will discriminated against in allocation of new homes.			

1.6 If you are in doubt or unsure of a negative impact what steps will you take to inform your judgement?
None
1.8 If you have you have identified a negative impact that could have an adverse effect on a particular group briefly outline this impact.
None Identified
You should now complete a full Impact Assessment to eliminate any risk of discrimination or disadvantage.

The EIA must be proportionate to the level of changes and the impact

<p>Officer A Kirkland</p> <p>Date 22/05/2020</p>
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Updated July 2017

Report To:	CABINET	Date:	30 JUNE 2020
Heading:	INTRODUCTION OF TWO HOURS FREE PARKING IN TOWN CENTRE CAR PARKS		
Portfolio Holder:	CLLR DAVID MARTIN, PORTFOLIO HOLDER FOR PARKS & TOWN CENTRES		
Ward/s:	ALL WARDS		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

To agree to introduce two hours free parking in town centre car parks from early September 2020.

Recommendation(s)

1. Agree the proposal to introduce two hours free parking in town centre car parks from early September 2020
2. To approve the Notice of Variation as appended to the report and to proceed to implement the variation in accordance with the legislative procedure once the new Parking Order is made in line with the timeframe set out in the report.
3. To agree that parking will remain free in all Council car parks across the District until the new charges come into force.

Reasons for Recommendation(s)

To support high street businesses to recover from the impacts of the Covid-19 lockdown and provide longer-term support to attract people into town centres.

Alternative Options Considered

Not to introduce two hours free parking for town centres - **not recommended**, the need to support town centre businesses is paramount and outweighs the loss of income.

Detailed Information

It was agreed at Cabinet on 25th November 2019 to introduce a new Parking Order to replace the current order which came into operation on 1st February 2016. The process to make the new order was undertaken with a 28 day period of informal consultation, followed by a 28 day period of formal consultation. Feedback from both consultations was considered, but no changes were required to be made to the order.

The order was due to be advertised at car parks during March and April but this process was put on hold when parking charges were suspended during the Covid-19 lockdown. During this period it has become apparent that town centres will require additional support due to the short-term effects of the closure of non-essential retail from late March until 15th June and the longer-term effects caused by a potential acceleration of online shopping, the existing and predicted increases in unemployment and reduced consumer confidence and spending. During lockdown it has been reported nationally that local independent businesses which were able to remain open have seen a rise in sales and support from local communities. It is an ideal opportunity to build on this support through promoting a 'shop local' message. A campaign to support our local high streets was launched in mid-June and will continue throughout the summer.

The new Parking Order is currently being advertised in car parks for the mandatory six week period. Thereafter we will introduce a notice of proposal for the variation of charges to introduce two hours free parking for all car parking spaces in town centre car parks. This will be advertised at the car park sites for a period of 28 days from which time the new charges will come into force on 7th September. Until the new charges come into force, parking will remain free in all Council car parks across the District. Extending the free parking period beyond June 2020 which was the previously approved period will reduce car parking income by circa £25k.

Based on the last full year usage of town centre car parks from 2018/19, providing two hours free parking would reduce income by approximately 26% or £42,700. This figure is based on the assumption that visitors who purchased four hour and 12 hour tickets will continue to do so in the same numbers. However experience from other Nottinghamshire councils who have introduced a two hour free parking tariff has shown that total income dropped by a greater than expected amount. Free parking promotions during the Christmas period have been very popular in the past two years and increasing the free period from one to two hours is likely to be very well received by traders and the public.

Although the reduction in income will need to be offset elsewhere in the Council's budget, there is an urgent need to support town centres and businesses through a very challenging time and to provide longer-term incentives to attract people to the town centres. This will support the investment from the Towns Fund (and the Future High Streets Fund for Sutton, subject to the bid being successful).

Town centre car parks where there will be two hours free parking are as follows: **Hucknall** - Market Place, Piggins Croft and Yorke Street, **Kirkby** - Market Yard, Ellis Street, Hodgkinson Road and Festival Hall and **Sutton** - Stoney Street, New Street, Market Place and Sherwood Place.

Implications

Corporate Plan:

Economic Growth and Place – key initiative; to re-invigorate and re-purpose town centres; introduce car parking promotions.

Legal:

By virtue of Sections 35(1) and 35(3) and 35C of the Road Traffic Regulation Act 1984, a local authority may make variations to charges at off street parking places in accordance with the processes set out in related regulations.

Regulation 25 of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996/2489 sets out the process for varying parking charges. The Council must publish its intention to vary parking charges and give at least 21 days' notice of the variation by publishing the notice in local newspapers and place notices in the car parks.

Finance:

Budget Area	Implication
General Fund – Revenue Budget	The extension to free car parking to early September from the end of June will reduce car parking income by circa £25k. Introducing two hours free car parking for two hours will incur loss of income of circa £43k per annum with part year impact for 2020/21.
General Fund – Capital Programme	Not applicable
Housing Revenue Account – Revenue Budget	None
Housing Revenue Account – Capital Programme	None

Risk:

Risk	Mitigation
Reputational – negative publicity when the new order is advertised which includes the charges for two hours unless in a designated red bay	PR will be needed to ensure a clear message is communicated that all spaces will be free for all car parks until early September and thereafter two hours free parking will be available for all spaces

Human Resources:

No implications identified.

Environmental/Sustainability

No implications identified.

Equalities:

No implications identified.

Other Implications:

No implications identified.

Reason(s) for Urgency

Not applicable

Reason(s) for Exemption

Not applicable

Background Papers

Not applicable

Report Author and Contact Officer

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Interim Service Manager for Place and Wellbeing

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01623 457249

Theresa Hodgkinson
Director of Place and Communities
t.hodgkinson@ashfield.gov.uk

NOTICE OF VARIATION OF PARKING CHARGES

Ashfield District Council Off-Street Parking Places

Notice of Variation (No.1) 2020

NOTICE IS HEREBY GIVEN that Ashfield District Council in exercise of its powers under Sections 35(1) and 35(3) and 35C of the Road Traffic Regulation Act 1984 and Regulation 25 of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 and of all other enabling powers is to revise the charges for Off Street Parking Places in the car parks listed in the following schedule.

This Notice will vary the parking charges in car parks listed below and detailed in the Schedule of Parking Places contained within the Ashfield District Council (Civil Enforcement Off-street Parking Places) Order 2020.

This variation of parking charges will come into force on Monday 7th September 2020.

SCHEDULE OF PARKING PLACES AND VARIATIONS

Car Park	Current Charges		Varied/New Charges	
Market Place, Hucknall	Up to 1 hour: Up to 2 hours:	£0.00 £0.60	Up to 2 hours:	£0.00
Market Yard, Kirkby-in-Ashfield	Up to 1 hour: Up to 2 hours:	£0.00 £0.60	Up to 2 hours:	£0.00
Ellis Street, Kirkby-in-Ashfield	Up to 1 hour: Up to 2 hours:	£0.00 £0.60	Up to 2 hours:	£0.00
Piggins Croft, Hucknall	Up to 1 hour: Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £0.60 £2.00 £4.00	Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £2.00 £4.00

Yorke Street, Hucknall	Up to 1 hour: Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £0.60 £2.00 £4.00	Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £2.00 £4.00
Hodgkinson Road, Kirkby-in-Ashfield	Up to 1 hour: Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £0.60 £2.00 £4.00	Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £2.00 £4.00
Stoney Street, Sutton-in-Ashfield	Up to 1 hour: Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £0.60 £2.00 £4.00	Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £2.00 £4.00
Festival Hall, Kirkby-in-Ashfield	Up to 1 hour: Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £0.60 £2.00 £4.00	Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £2.00 £4.00
New Street, Sutton-in-Ashfield	Up to 1 hour: Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £0.60 £2.00 £4.00	Up to 2 hours: Up to 4 hours: Over 4 hours:	£0.00 £2.00 £4.00
Market Place, Sutton-in-Ashfield	Up to 1 hour: Up to 2 hours: Up to 4 hours:	£0.00 £0.60 £2.00	Up to 2 hours: Up to 4 hours:	£0.00 £2.00
Sherwood Place, Sutton-in-Ashfield	Up to 1 hour: Up to 2 hours: Up to 4 hours:	£0.00 £0.60 £2.00	Up to 2 hours: Up to 4 hours:	£0.00 £2.00

Dated:

XXXXXXXXXX

2020

EXECUTED AS A DEED)

by **ASHFIELD DISTRICT COUNCIL**)

having affixed its common seal)
to this deed in the presence of:-)

Chairman / Vice Chairman

(*delete as applicable)

Chief Executive / Deputy Chief Executive

(*delete as applicable)

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Report To:	CABINET	Date:	30 JUNE 2020
Heading:	DRAFT OUTTURN 2019/20 ACCOUNTS		
Portfolio Holder:	PORTFOLIO HOLDER FOR FINANCE AND RESOURCES – CLLR RACHEL MADDEN		
Ward/s:	ALL		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

This report sets out the details of income and expenditure incurred in 2019/20 in respect of the General Fund, the Housing Revenue Account (HRA) and the Capital Programme, how this compares to the latest approved budgets, and provides explanations for significant variances. This is the unaudited position and is therefore potentially subject to change. The audited Statement of Accounts will be presented to the Audit Committee on 28 September 2020.

In summary the 2019/20 unaudited Outturn position compared to the approved Revised Budgets was:

- General Fund – a £692k underspend
- HRA – a £2.524m underspend
- Capital Programme – a £10.400m underspend

Section 4 of the report sets out the proposed carry-forward of 2019/20 unspent, previously approved earmarked funding where this is in respect of projects where delays have been experienced during 2019/20 and for which there is no capacity to fund the cost balance of these projects from within the 2020/21 approved budgets.

Recommendation(s)

Cabinet is requested to note:

- (i) The 2019/20 draft Revenue Outturn for the General Fund, the HRA Outturn and the Capital Programme Outturn.

Cabinet is asked to approve:

- (ii) The proposed in-year movements to and from reserves (Section 1.11)
- (iii) That the 2020/21 revenue budgets will be adjusted to reflect carry-forward of 2019/20 approved but not utilised project funding from earmarked reserves. (Section 4).

Cabinet is asked to recommend to Council:

- (iv) Approval to carry-forward the £10.4m underspend on the Capital Programme to 2020/21 due to slippage (delays to schemes) included in the Programme. (Section 3).

Reasons for Recommendation(s)

To report to those charged with governance, the Council's financial Outturn for 2019/20 and to comply with the Council's Financial Regulations.

Alternative Options Considered

(with reasons why not adopted)

The financial Outturn position is as reported within the 2019/20 draft Statement of Accounts therefore there are no other options. The proposed carry-forward of unutilised 2019/20 earmarked reserves will facilitate the delivery of specific projects for which the allocations were originally given. Not to approve the funding carry-forwards would prevent some projects from progressing or would require for them to be funded from the General Fund balance which is not recommended.

Detailed Information

1. General Fund Revenue Outturn 2019/20

The General Fund supports the day to day running of the Council's services, excluding the provision of Council Housing.

The table below shows the General Fund Revenue Outturn by subjective analysis and by Directorate.

	Revised Budget £'000	Outturn £'000	Variance £'000	Note
<u>Subjective Analysis:</u>				
Employee Expenses	16,985	16,628	(357)	A
Premises Expenses	1,436	1,506	70	B
Transport Related Expenses	905	825	(80)	C
Supplies & Services	5,629	7,350	1,721	D
Transfer Payments	25,761	25,809	48	E
Income	(34,984)	(39,314)	(4,330)	F
Recharges (Net)	(3,241)	(2,979)	262	
Sub Total	12,491	9,825	(2,666)	
<u>Directorate Analysis (excluding recharges):</u>				
Chief Executive	527	556	29	1
Resources & Business Transformation	1,574	511	(1,063)	2
Legal & Governance	1,897	1,864	(33)	3
Place & Communities	9,382	8,184	(1,198)	4
Housing & Assets	2,352	1,689	(663)	5
Recharges	(3,241)	(2,979)	262	6
Sub Total	12,491	9,825	(2,666)	
<u>Financing and Investment Income & Expenditure</u>				
Net Interest	111	(143)	(254)	7
Minimum Revenue Provision	1,683	1,362	(321)	8
Capital Expenditure Financed from Revenue	165	70	(95)	9
Sub Total	1,959	1,289	(670)	
TOTAL EXPENDITURE	14,450	11,114	(3,336)	
<u>Funding</u>				
Government Grants	(1,801)	(1,801)	0	
Business Rates	(4,732)	(5,434)	(702)	10
Council Tax	(6,228)	(6,228)	0	
TOTAL FUNDING	(12,761)	(13,463)	(702)	
Net General Fund Deficit / (Surplus) for the year before transfers to/ (from) Earmarked Reserves	1,689	(2,349)	(4,038)	
Net Contribution to / (from) Earmarked Reserves	(1,556)	1,790	3,346	11
Net General Fund Deficit / (Surplus) for the year after transfers to/ (from) Earmarked Reserves	133	(559)	(692)	12

Explanations of variances to budget by subjective analysis:

A) Employee Expenses (£357k underspend)

Employee staffing budgets were £992k underspent due to vacancies across the Authority, however, this was partly offset by Agency costs which were £546k higher than budget. Additional training costs of £94k were fully met by income from the Apprenticeship Levy (see below). A number of other small variances accounted for the remaining £5k favourable variance.

B) Premises Expenses (£70k overspend)

The Premises repairs budget was overspent by £54k. Charges for National Non Domestic Rates (NNDR) were £13k higher than budget. A number of other variances made up the remaining £3k overspend.

C) Transport Related Expenses (£80k underspend)

Fuel costs were £32k less than budget, and car mileage and associated lump sum costs were £46k less than budget. Other transport related costs were also £2k below budget.

D) Supplies & Services (£1.721m overspend)

The main reason for this overspend was related to payments to contractors (overspent by £1.217m), however, much of this was met either by grant income and contributions (see below), or by approved allocations from earmarked reserves. These funded overspends included the Rough Sleepers initiative (£400k), the Rapid Rehousing Pathway (£395k), Insurance payments (£123k), and Parliamentary and European Elections (£347k). Other supplies and services budgets were underspent by £48k.

Grants and contributions were also overspent by £526k, but again much of this (support for Domestic Violence prevention £463k) was met by grant income. Other budgets within supplies & services were underspent by £22k.

E) Transfer Payments (£48k overspend)

There was a slight overspend compared to budget for Housing Benefit and Discretionary Housing Payments where the Council paid out more funding than it received from Government. This represents a 0.18% variance on a budget of £25.8m.

F) Income (£4.330m additional income)

The net income over-recovery compared to budget was mainly due to the following:

- Government grants received were in excess of the level budgeted (£2.737m) – Apprenticeship Levy income, Rapid Rehousing Pathway, Elections and Domestic Violence prevention, Future High Streets Fund and Towns Fund grants were received during the year, the majority of this will be spent in 2020/21.
- Additional Planning services income (£229k).
- Contributions to Rough Sleeper initiative (£520k).
- Rental income from Investment and other Council properties (£902k greater than budget).
- Building Control under-achieved income (-£50k)
- Other income variances (-£8k).

Summary explanation of variances to budget by Directorate:

1) Chief Executive and Corporate Costs (£29k overspend)

The key variances within the Directorate are:

- **Chief Executive** - £8k overspend due to the non-achievement of the vacancy factor largely offset by a £5k refund on the audit fee due to a reduction by Public Sector Audit (PSA) and a £2k underspend on civic events.
- **Corporate Costs** - £23k overspend on section 106 interest cost and bad debt contribution in respect of the Teversal Trust of £5k.

2) Resources and Business Transformation (£1.063m underspend)

The key variances within the Directorate are:

- **ICT** - £51k net underspend. Due to additional recharges of internet, printing and leasing costs to services and forecast reduction on telephones and printing costs, plus a receipt of an unbudgeted Government Grant of £6.5k.
- **Commercial Property** - £750k net underspend largely due to additional unbudgeted investment property income for new investment properties purchased in year.
- **Revenues and Benefits** - £2k net underspend.
- **Corporate Support and Transformation** – £15k net underspend largely due to postage savings related to the Ashfield Matters publications as one edition was posted out with the annual bin calendars.
- **HR & Payroll** - £13k net underspend due to receiving Employer Incentive Payments from college/universities (£4.5k), reduced training costs and reduced shared service costs.
- **Financial Management** - £24k net underspend comprising:
 - £57k underspend on insurance, transferred to the insurance earmarked reserves
 - £25k spend on the ICON upgrade, funded from an earmarked reserve
 - £8k overspend for new CIPFA guidance, costs associated with changing merchant card handling supplier and costs of recruitment advertising.

- **Joint Crematorium** – (£5k) under achievement of income due to reduced throughput.
- **Directorate wide** - £110k net underspend due to Directorate-wide vacancies throughout the year.
- **EU Exit Grant** - £35k unbudgeted grant received, the unspent balance transferred to earmarked reserves.
- **Covid-19 Grant** - £68k unbudgeted grant received, the unspent balance transferred to earmarked reserves.

3) Legal and Governance (£33k underspend)

The key variances within the Directorate are:

- **Directorate wide** - £35.5k underspend on salaries due to Directorate-wide vacancies throughout the year.
- **Democratic Services** - £3.5k underspend on the Modern Government Committee Management System which is due to a one off impact of a prepayment and a £6k overspend on consultancy fees to support the independent investigation of a complaint.
- **Members Services** - £10.5k underspend largely in respect of allowances.
- **Elections** - £23k underspend, transferred to the earmarked elections reserve.
- **Electoral Registration** – £2.5k forecast underspend being the net of small underspends/overspends on costs and sales.
- **Governance Administration** - £7.5k overspend on Council-wide postage costs.
- **Legal Services** – (£35k) net overspend being; £10k underspend due to reduced legal costs and increased income offset by a provision for compensation and legal fees for Employment Tribunals (£45k).
- **Anti-Fraud Strategy** - £10k underspend on costs for the anti-fraud strategy.
- **Risk Management** - £3.5k unbudgeted cost of Skyguard lone worker management equipment.

4) Place and Communities (£1.198m underspend)

The key variances within the Directorate are:

- **Directorate-wide** - £256k net underspend on staff costs due to vacancies throughout the year.
- **Unused grant income** – £459k. Future High Streets capacity funding (£142k) and Towns Fund (£317k), transferred to earmarked reserves for use in 20/21.

- **Planning** - £229k income greater than budget.
- **Local Plan** - £253k underspend of which £250k has been carried-forward in the 2020/21 budget.
- **Licensing Service** - £110k surplus transferred to an earmarked reserve to be used for developing and supporting the service in future years.

These were partially offset by the following pressures:

- **Building Control** - £50k income less than budget.
- **Waste Services** - £59k additional cost of supplying trade and domestic bins throughout the year.

5) Housing and Assets (£663k underspend)

The key variances within the Directorate are:

- **Grant Income** - £502k underspend relates to grants received in year that have not been fully utilised in year, transferred to earmarked reserves. This comprises of:
 - £59k for Flexible Homelessness support Grant and New Burdens Allocation
 - £85k for Rough Sleeper initiative
 - £168k for Rapid Rehousing Pathway
 - £190k for Syrian Vulnerable Persons Refugee Scheme
- **Private Sector Housing** – £57k underspend being; £20k underspend on the enforced sales of properties budget, £20k underspend of an in year reserve allocation which has been re-transferred to an earmarked reserve. £3k underspend on car allowances, £19k income greater than budget from 'charges of notices' partially offset by £5k unbudgeted spend on legal fees to move on travellers.
- **Licensing** - £17k net underspend being; £8k overachieved income from selective licensing and £9k underspend on Houses of Multiple Occupation (HMO) licensing due to vacancies within the service.
- **Supported Housing** - £14k overspend being £28k overspend due to delays in the Lifeline service transferring to a new provider. This is being partially offset by a £14k underspend due to the suspended purchase of further equipment due to analogue/digital technology update review.
- **Asset Management** - £40k underspend on salaries and car mileage due to vacancies.
- **Car Parks** - £8k underachieved income compared to budget.
- **Centralised Offices** - £37k underspend being; £3k salaries underspend due to a vacancy, £5k unbudgeted income for room hire for the European and General Elections,

£13k underspend on utilities, £12k underspend on waste collection charge and £4k underspend on equipment purchase and other minor expenditure budgets.

- **Building Cleaning General** - £21k underspend due to staff vacancies.
- **Business Contingency and Sustainability** - £16k underspend due to staff vacancies.
- **Other** - £5k net overspend due to non-achievement of the vacancy factor across the wider Directorate.

6) Recharges (£262k overspend)

This overspend is due to the change in the methodology of charging for Contract Hire due to ceasing to over-recover associated on-costs following the in-year review of recharges.

7) Net Interest – (£254k underspend)

This is due to an underspend on interest payable of £289k due to less borrowing being undertaken than budgeted due to utilising internal borrowing capacity and due to new loans being taken at lower interest rates than budgeted prior to the recent 1% rate increase in Public Works Loan Board (PWL) loans. £39k over achievement of interest receivable due to changes in investment balances, and the interest rates compared to budget. This is partially offset by a £74k overspend on interest payable on balances due to changes in balances and interest rates.

8) Minimum Revenue Provision (£321k underspend)

This is the revenue charges that are a consequence of the historic and existing capital programme. This underspend is due to reduced MRP charges in-year, due to slippage on the capital programme in 2018/19 (MRP charges commence the year after the capital expenditure is incurred).

9) Capital Expenditure Financed from Revenue (£95k underspend)

This is due to delays on works for the Kings Mill Reservoir Scheme which was to be funded from reserves which has not been used in 2019/20, now to be used in future years. In addition there was an underspend on the Retail Improvement Scheme which is funded by S106 Revenue Grants and a small underspend on Brand Lane / Wharf Road Open Space Improvements which is funded by reserves.

10) Business Rates – £702k overachievement of income

This is comprised of:

- £606k estimated returned surplus from the Nottinghamshire NNDR pool for 2019/20 greater than the budgeted returned surplus of £25k;
- £13k returned surplus levy from MHCLG; and
- £440k increase in retained growth.

This is being partially offset by the planned use of £356k from the NNDR equalisation reserve.

The NNDR position is still an estimated position as the completion of the NNDR 3 claim for 2019/20 has been delayed due to the Covid-19 pandemic.

11) The table below shows the proposed key movements in earmarked reserves. Cabinet is asked to approve these.

Earmarked Reserve	Balance as at 01/04/19	In-year Movement	Balance as at 31/03/2020
	£'000	£'000	£'000
Commercial Property Investment Reserve	800	1,500	2,300
NNDR Equalisation Reserve	1,804	(374)	1,430
Corporate Transformation Reserve	1,659	(275)	1,384
Asset Renewal Reserve	813	(41)	772
Insurance Reserve	334	83	417
Economic Development & Place Reserve	241	(32)	209
District Planning Enquiry Fund (Local Plan)	406	(31)	375
Joint Use Maintenance Fund	201	0	201
Other Earmarked Reserves	1,136	960	2,096
Sub Total	7,394	1,790	9,184
Joint Crematorium Reserve	491	(5)	486
Total	7,885	1,785	9,670

12) General Reserve

The General Reserve balance has increased by £559k to £6.675m at the 31st March 2020.

2. Housing Revenue Account (HRA) Outturn 2019/20

The HRA is a ring-fenced landlord's account for the management and maintenance of the Council's housing stock. This account funds both day to day revenue costs as well as funding borrowing costs for capital works to maintain and improve Council properties.

The table below shows the 2019/20 Outturn compared to the approved revised budget for the HRA.

	Revised Budget £'000	Outturn £'000	Variance £'000	Note
Income				
Rents, Charges & Contributions	(24,260)	(24,452)	(192)	1
Interest & Investment Income	(210)	(222)	(12)	2
Total Income	(24,470)	(24,674)	(204)	
Expenditure				
Borrowing & Capital Financing Charges	3,602	3,807	205	3
Repairs & Maintenance	7,779	7,079	(700)	4
Supervision & Management	4,845	4,674	(171)	5
Interest Payable & Appropriations	3,547	3,547	0	
Other Expenditure	298	214	(84)	6
Direct Revenue Financing	1,483	831	(652)	7
Transfer to / (from) Major Repairs Reserve	1,422	470	(952)	7
Total Expenditure	22,976	20,622	(2,354)	
Surplus for the Year	(1,494)	(4,052)	(2,558)	
Net contribution to / (from) Earmarked Reserves	(202)	(168)	34	8
Net HRA Deficit / (Surplus) for the year AFTER transfers to/from Earmarked Reserves	(1,696)	(4,220)	(2,524)	

The Outturn for the HRA shows an in-year surplus of £4.052m before movement in reserves, bringing the total HRA balance at 31st March 2020 to £36.817m.

Income

- (1) Additional income of (£192k) compared to budget was received from tenants for rental income and chargeable damage and repair works.
- (2) The interest and investment income received is £12k greater than budget due to the slightly higher balances throughout the year in the HRA than budgeted.

Expenditure

(3) Borrowing & Capital Financing Charges are £205k higher than budgeted mainly due to depreciation charges being £147k greater than planned due to increase in property valuations compared to when the budget was set in 2019/20. All transport charges were previously charged to the HRA as a consolidated amount (Contract Hire). This is now being accounted for as separate charges of which the depreciation (£58k) is one element. The opposite credit entry will show in Repairs and Maintenance (below in note 4).

(4) Repairs and maintenance budgets are underspent by £700k mainly due to:

- Reduced use of subcontractors in delivering the planned maintenance schemes during the year (£90k).
- Due to the nature of works being undertaken, charging of subcontractors to capital works rather than day to day repairs (£142k)
- Vacancy staff savings within the Housing Repairs operative team, Estate Officer and Energy Performance departments (150k).
- Reduced housing vehicle charges (£121k) partly offset in borrowing and capital financing charges (see note 3 above).
- Reduced use of material expenditure in the day to day repairs (£53k).
- Direct Resource Scheduler and Total Mobile project delayed with some costs passing in to 2020/21 (£103k).
- Reduced waste transfer costs, equipment maintenance and purchase (£32k).
- Other (£9k).

Some of the above reductions in expenditure are attributable to a reduction in repairs in the month of March due to the Coronavirus pandemic.

(5) Supervision and Management costs are £171k less than budget mainly due to:

- Reduced costs of operating and managing Community Centres (£29k)
- Reduced repairs, maintenance and utility costs of Housing Court Schemes (£37k)
- Reduced running costs of the Brook Street office (£24k)
- Reduced printing, postage and telecommunication costs (£36k)
- Vacancy savings in Tenancy Services and Procurement departments (£48k)
- Total Mobile project delayed with no maintenance and support costs incurred in 2019/20. (£30k).
- Reduction in independent support payments (£14k)
- Other (£3k).
- The above underspends were partially offset by £50k unbudgeted spend on the Affordable Housing Delivery Strategy which is financed from the earmarked reserve grant received in 2018/19. (See point 8 below).

(6) Other Expenditure is £84k less than budget due to:

- Refunds on empty properties being charged Council Tax (£17k)

- Reduction in bad debt provision (£45k)
- Housing Subsidy calculation for the financial year was such that the Rent Rebate Subsidy Limitation set aside of £20k is not required.
- Other (£2k).

(7) Direct Revenue Financing was £652k less than budget and the use of the Major Repairs Reserve was £952k less than budget, both due to delays in the implementation of some capital programme schemes and financing of capital through greater than budgeted capital receipts and depreciation.

(8) The transfer from earmarked reserves represents the use of the £50k Affordable Housing Grant (see note 5 above), £171k for the Digital Transformation projects within housing and a transfer of £53k to the HRA Insurance reserve.

3. Capital Programme Outturn 2019/20

Details of the main 2019/20 Capital Scheme works and how they were funded are shown in the table below. The notes below the table provide explanations for key variances compared with the revised 2019/20 budgets.

Capital Scheme	Revised Budget	Outturn	Variance	Note
	£'000	£'000	£'000	
Housing Revenue Account				
Management Fee	557	544	(13)	
Catch Up and Future Major Works	4,506	3,956	(550)	1
Service Improvements	65	44	(21)	
Contingent Major Repairs	20	13	(7)	
Exceptional Extensive Works	469	364	(105)	2
Disabled adaptations - Major adaptations	87	95	8	
Disabled adaptations - Minor adaptations	354	366	12	
Investment in New or Existing Dwellings	1,350	799	(551)	3
Housing Vehicles	417	223	(194)	4
Other Housing Revenue Account Schemes (less than £100k)	122	48	(74)	
Total Housing Revenue Account	7,947	6,452	(1,495)	
General Fund				
Kings Mill Reservoir (The King and Miller to Kingfisher)	1,403	778	(625)	5
Piggins Croft Car Park	154	1	(153)	6
Hucknall Leisure Centre	60	63	3	
Leisure Transformation Programme	200	200	0	
Kirkby Leisure Centre	646	378	(268)	7
Friezeland Recreation Ground - Scooter Park	118	118	0	
Investment Properties	45,585	39,091	(6,494)	8

Improvement Grants 1996 Act Disabled Facility Grant (DFG)	900	780	(120)	9
Purchase of Vehicles	2,529	1,924	(605)	10
Titchfield Park Brook	385	66	(319)	11
Kirkby Footpaths/Cycle Ways	131	100	(31)	12
Other General Fund Schemes (less than £100k)	746	453	(293)	13
Total General Fund	52,857	43,952	(8,905)	
Total Expenditure	60,804	50,404	(10,400)	
Funding				
Major Repairs Reserve	4,978	4,237	(741)	
Borrowing	49,549	37,367	(12,182)	
Government Grants and Other Contributions	3,076	2,180	(896)	
HRA Revenue Contributions	1,483	831	(652)	
Reserve Contributions	232	70	(162)	
Capital Receipts	1,486	5,719	4,233	
Total Funding	60,804	50,404	(10,400)	

- (1) Delays in progressing works due to inability to access some dwellings, tenant refusals, access licences delays etc; some scheme costs (net) less than anticipated.
- (2) Again, delays in progressing works due to inability to access some dwellings, tenant refusals, access licences delays etc; some scheme costs (net) less than anticipated.
- (3) Suitable properties are only purchased as they are identified at an appropriate price.
- (4) Replacement programme stalled during Housing review and the review of size of vehicles required. Further delays whilst the Nottinghamshire Transport Consortium reviewed and awarded the van supply contract. Further delayed by the impact of the Covid-19 pandemic during March.
- (5) The work programme for the project is over two years. The Covid-19 pandemic restrictions has delayed further procurement and contract work.
- (6) Project underspent due to the project being postponed to await the potential impact from another regeneration project.
- (7) Japanese Knotweed works were less than budget and spend on professional team fees was less than anticipated during the financial year.
- (8) Suitable properties are only purchased as they are identified at an appropriate price.
- (9) The DFG team completed 14 more schemes in 2019/20 compared to the previous year. However, the average value of these schemes was lower.
- (10) Delivery of a couple of vehicles has been delayed due to the Covid-19 pandemic. They remain in the bodybuilders while the Dealership remains closed. Several, further vehicles have been identified for replacement but ordering has been delayed due to the process of

awarding the van supply contract through the Transport Consortium and then the successful dealership being closed since the 23rd March due to the Covid-19 pandemic.

- (11) The capital spend has been delayed due to complications in securing planning / flood risk approval.
- (12) Underspend is due to delays caused by three back to back storms in the run up to year end.
- (13) The majority of the works on these schemes have been deferred to 2020/21.

4. Earmarked Reserves – Budget Adjustments 2020/21

The table below provides details of project funding which was approved for spend in 2019/20 which was not utilised during 2019/20 or grant funding received in 2019/20 which was not fully utilised and is required to fund project costs in 2020/21:

Funding Commitment	Reserve / Funding Source	Approval Route	£
Future High Streets Capacity Funding	Revenue Grants Reserve	Government Allocation	142,000
Towns Fund Capacity Funding	Revenue Grants Reserve	Government Allocation	317,333
Car Parking Orders & Bay Marking	Asset Repair and Renewal Reserve	Cabinet – 24/06/19	30,000
Digital Service Transformation programme	Corporate Transformation Reserve	Various ODR's	84,000
Leisure Operating Contract	Economic Development & Place Reserve	Cabinet – 24/06/19	24,920
Discover Ashfield branding	Economic Development & Place Reserve	Cabinet – 24/06/19	5,362
Covid-19 Funding	Covid-19 Reserve	Government Allocation	61,505
TOTAL			665,120

Implications

Corporate Plan: The Revenue and Capital Budgets and Outturn reflect delivery of the priorities in the Corporate Plan 2019-23.

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

Finance:

Budget Area	Implication
General Fund – Revenue Budget	The financial implications are set out in the body of the report. The post audit confirmed Outturn position will be used to update the Medium Term Financial Strategy, 30 Year HRA Business Plan and the Capital Programme.
General Fund – Capital Programme	
Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

Risk:

Risk	Mitigation
Failure to spend within approved budgets could impact the financial sustainability of the Council.	Regular financial monitoring reports to CLT and Cabinet. Financial Regulations. Finance training for Budget Managers and Budget Holders.

Human Resources:

No human resources implications were identified.

Environmental/Sustainability

No environment or sustainability implications were identified.

Equalities:

No equalities implications were identified

Other Implications:

No other implications identified.

Reason(s) for Urgency

Not applicable

Reason(s) for Exemption

Not applicable

Background Papers

Financial Monitoring Report – Cabinet 23 March 2020

Report Author and Contact Officer

Pete Hudson

CORPORATE FINANCE MANAGER (& SECTION 151 OFFICER)

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Report To:	CABINET	Date:	30th JUNE 2020
Heading:	COUNCIL'S INSURANCE ARRANGEMENTS 2019/20		
Portfolio Holder:	CLLR MADDEN- PORTFOLIO HOLDER FOR FINANCE		
Ward/s:			
Key Decision:	NO		
Subject to Call-In:	NO		

Purpose of Report

This report is to provide members with the latest position concerning insurance funds, and premiums paid during 2019/20.

Recommendation(s)

- 1) Members are requested to note the contents of the 2019/20 Annual Insurance Report.

Reasons for Recommendation(s)

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

Alternative Options Considered

None

Detailed Information

COUNCIL'S INSURANCE REQUIREMENTS

As part of the Council's overall arrangement for managing the risks of such a diverse organisation, the Council makes provision for unavoidable risks by two methods:

- Self-insurance funds
- External insurance

This report provides Members with an assessment of both these arrangements for 2019/20.

1. Self-Insurance Funds (Insurance Reserves)

The transactions of the Insurance Funds for 2019/20 are summarised below:

General Fund Insurance Reserve

	Liability Fund £000	Property Fund £000	Employee Tools £000	TOTAL £000
Balance at 1 st April 2019	(168)	(149)	(8)	(325)
Leaseholders contribution	0	0	0	0
Credits received from insurance company	0	0	0	0
Claims Paid	14	0	0	14
New Claims not Settled	21	(40)	0	(19)
General Fund Contribution	(75)	0	0	(75)
Interest	(1)	(1)	0	(2)
Balance at 31st March 2020	(209)	(190)	(8)	(407)

Housing Revenue Account (HRA) Insurance Reserve

	HRA Insurance Fund £000
Balance at 1 st April 2019	(129)
Credits received from insurance company	(34)
Claims Paid	3
New claims not settled	29
HRA Fund Contribution	(50)
Interest	(1)
Balance at 31st March 2020	(182)

1.1 Liability Fund

It is prudent to keep an insurance reserve because there can often be a significant delay in the reporting of claims. This is particularly the case with those involving some form of industrial injury which may not surface until some years after the incident occurred, or cases involving children which are allowed to be reported many years after the incident.

The potential level of liability as estimated by the insurance company is calculated as the maximum liability likely to arise taking into account all known factors. This amount could increase or decrease depending on how the cases develop.

A provision has been included in the 2019/20 accounts for the current estimated liabilities.

The reserve is maintained to fund future liabilities identified in 2019/20 onwards. A transfer of £75k from the General Fund has been made to top up the reserve.

A more detailed analysis of the liability claims outstanding by year is given below:

<u>Year</u>	<u>Number</u>	<u>Value</u>
		<u>£'000</u>
2019-20	9	49
2018-19	3	28
2017-18	2	26
2016-17	1	19
MMI Provision		
(See Paragraph 3.2)		57
TOTAL	15	179

1.2 Property Fund

The Council has an earmarked reserve to cover the cost of any property claims that fall below the insurance excess of £5k. If for example, the Council settled a claim for £6k, the Authority would be liable for the first £5k and the insurers would be liable for £1k. For any property claim up to and including £5k, the Council is liable. Property claims are settled from the Property Fund, reducing the balance in the fund.

As at the 31st March 2020 there were two claims still to be settled with an estimated value of £25k.

1.3 Employee Tools

The Employee Tools Policy was agreed by Cabinet on 13th July 2017. Before the Employee Tools Policy if an employee had their personal work tools stolen they would have to replace their own tools at their own expense.

The Employee Tools Policy allows for an employee to claim from the Authority for claims up to £1,000 less a £50 excess if conditions are met. In 2019/20 there were no claims made for Employee Tools.

1.4 Housing Revenue Fund (HRA)

There have been 4 property claims during the year 2019/2020 that have been met by HRA insurance funds. There is one claim outstanding at the end of the year, the costs for this claim have not yet been finalised.

2. Renewal of External Insurance Policies

The new premiums under contract for 2020/21 and comparison to 2019/20 are shown below, the figures shown exclude the 12% Insurance Premium Tax (IPT).

Type of Cover & Insurer	Insurer	2020/21 £000	Insurer	2019/20 £000
Property Package	Protector	120	Protector	112
Liability/Fidelity Guarantee	Travelers	110	Travelers	101
Engineering Inspection –	HSB via RMP	35	HSB via RMP	31
Motor Vehicle –	Protector	79	Protector	75
TOTAL		<u>344</u>		<u>319</u>

The total premiums have increased by £25k. The reason for the increase is because the sum insured in respect of property is higher following the addition of investment properties to the Council's portfolio and there has been a general increase in the cost of insurance.

3. Previous Insurance Providers

3.1 Independent Insurance Company

Between 1992 and 1999 the Council's liability insurers were the Independent Insurance Company. In 2001 the company was declared insolvent. From that point onwards full financial liability for any claims above the excess fell to the Council. These will be limited to claims for industrial injury with a long development period (e.g. industrial deafness) or claims involving children. The Authority currently have four claims outstanding with an estimated liability of £25k which has been provided for in the insurance provision in the Council's 2019/20 Accounts.

3.2 Municipal Mutual Insurance Liability

In September 1992, Municipal Mutual Insurance (MMI), the Council's former insurers ceased accepting new business. MMI and its policyholders including local authorities established a "scheme of arrangement" for the orderly run down of the company. The Council has paid to date a levy during the scheme of arrangement of £143k.

The Authority may be asked by the administrators of MMI to settle the Council's full estimated remaining liability of £430k. It is unlikely that the whole remaining liability will be requested in one tranche. It is more likely that this will be requested in several instalments. Any amounts payable to the MMI administrators will be funded from the Liability Insurance Reserve therefore the adequacy of the reserve will require assessment in the future.

4. Risk Management Fund

The Risk Management Fund was established to fund projects that will help reduce and identify risk for the Council and hence reduce the cost of insurance claims and premiums. Insurers are reluctant to underwrite those which do not operate proactive Risk Management.

There have been no changes to the Risk Management Fund balance in 2019/20 other than a small interest contribution of £51.75. The balance of this fund is currently £8,013.22. This will be available to fund issues arising from the Health and Safety Committee. Previously Smartwater (applying Smartwater to an asset means that asset can be traced directly back to the Council) was purchased using monies from the Risk Management Fund.

Implications

Corporate Plan:

The reporting of the position with regard to insurance indirectly supports all of the Council's main objectives through contributing to business efficiency and effectiveness.

Legal:

The report ensures compliance with Financial Regulation C.37.

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
Unexpected Insurance Claims	The Insurance Reserves allow the Authority to mitigate against the risk of unexpected insurance claims.

Human Resources:

No adverse Human Resources implications could be identified.

Environmental/Sustainability

No adverse Environmental/Sustainability implications could be identified.

Equalities:

No adverse Equalities implications could be identified.

Other Implications:

None.

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

Peter Hudson, Corporate Finance Manager

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Report To:	CABINET	Date:	30 JUNE 2020
Heading:	CONTRACT FOR PROCUREMENT SERVICES		
Portfolio Holder:	COUNCILLOR R. MADDEN, PORTFOLIO HOLDER FOR FINANCE AND RESOURCES		
Ward/s:	N/A		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

The reports seeks approval of the Contract for Procurement Services supplied by Nottingham City Council.

Recommendation(s)

- 1. That the Cabinet approve the costs and scope of service for the Contract for Procurement Services to be supplied by Nottingham City Council.**
- 2. To delegate authority to the Director of Resources and Business Transformation to negotiate and agree a Service Level Agreement (SLA) with representatives of Nottingham City Council for the provision of procurement services to Ashfield in line with the details contained in the report.**
- 3. To delegate authority to the Director of Legal and Governance to finalise legal elements of the contract.**

Reasons for Recommendation(s)

Nottingham City Council (NCC) currently provide procurement services to Ashfield District Council, a decision taken by Cabinet on 15 March 2018. The scope of the service requiring approval is a formalisation of that service in contract, currently delivered under a Memorandum of Understanding. Further, changes to the cost of the service have increased by £13,250 per annum and the gain-share element previously agreed has been eliminated.

Alternative Options Considered

(with reasons why not adopted)

1. Insource the function – the structural costs of insourcing the procurement service would far outweigh the costs of the services delivered currently by NCC.

2. Procure a different partner for procurement services – NCC currently provide a very good service to Ashfield, and this contract is a formalisation of that service and relationship. Ashfield has enjoyed very good levels of service and has achieved significant benefits as a result; therefore, there is no appetite to change provider.

Detailed Information

Previous Cabinet Decision

On 15 March 2018, Cabinet approved a change to the procurement service, terminating the service delivered by Bassetlaw District Council in favour of a service delivered by Nottingham City Council (NCC).

The decision taken in 2018 had three specific elements:

1. The term of the agreement would be three years, with 12 months' notice by either party to terminate.
2. A flat fee of £35,000 per annum for the service.
3. A gainsharing agreement of 10% for cashable savings to NCC. This performance related pay would be payable on cashable savings, i.e. spend reductions (savings) to existing budgets, and not on obtaining the lowest cost for products/services where the service/product has not been acquired before.

For the reasons set out below, authority is sought to change elements 2 and 3 and to formalise the arrangement in a contract on the terms set out below (replacing the Memorandum of Understanding which has been in place in the interim while full terms were agreed).

Performance of the service

The table below outlines the achievements of the NCC procurement service on Ashfield's behalf in the year 2019/20:

2019/20	Value	Number of Contracts
Contracts Awarded	£4,117,760.31	37
Procurement in progress	£42,829,000.00	11
Future procurement	£53,252,286.04	28
Spend Avoidance	£602,990.60	N/A
Cashable savings per annum	£6,447.90	N/A
Local Spend	£1,524,342.15	17

The overwhelming opinion of Officers is that NCC provides a high quality service and continues to deliver added-value.

Changes to Financial Arrangements

The new financial arrangement requiring approval is a flat fee of £50,000 per annum for the service with no gain-share being payable in any case. There is no change to the duration of the agreement.

The gain share (i.e. cashable savings) element proved difficult to realise as a result of the large degree of transformation that has occurred with procurement activity over the last two years. New services procured were not a like-for-like replacement and therefore did not qualify for gain share, despite significant levels of spend avoidance being achieved as noted in the table above (£602k in 19/20).

For clarity, the £602k of benefits have still accrued to Ashfield, but did not qualify for the gain share agreement.

Currently Ashfield have approximately 2 Full-time equivalents working on our behalf at NCC across a number of aspects of procurement with this number flexing upwards when required. The cost for Ashfield to provide the same level of service internally is estimated to be in excess of £150,000 per year TCE (total cost of employment). Therefore, the cost, despite the increase continues to provide value for money.

The Scope of the Agreement

The agreed scope of the agreement has developed over the last two years. Whilst broadly similar in principle, certain elements are now detailed after both NCC and Ashfield have benefited from the experience of working together. This scope is described below:

A. Strategy

- Investigate opportunities for income generation via concession contracts
- Supporting Ashfield to improve the lives of residents through utilising social value measures where relevant within tenders
- Access to the increased buying power of a unitary authority for a range of goods, services and works to help reduce cost
- Align and support department sourcing strategies with the Council's procurement strategy
- Ensure the Council's strategy is referenced and supported in all procurement activity

B. Management Information - Monthly procurement reports to identify:

- Savings
- Spend commitments
- Procurement activity
- Social Value outcomes
- Transparency reporting

C. Operational - Administering tender from start to award of contract including, but not limited to:

- Support to ensure specifications are appropriate for the requirement
- Completing tender documentation in line with legislation
- Identifying the best way to procure the services
- Supporting the development of tender evaluation
- Criteria for award – price/quality most economically advantageous tender
- Co-ordinating responses to questions from suppliers
- Co-ordinating tender evaluation
- Developing and sending award letters and all other letters related to the tender
- Preparation of contracts pack for legal
- Foundation living wage included in tenders where appropriate
- Compliance with regulations – PCR2015, Contract Procedure Rules and project specific when required
- Procurement option appraisals as and when required

- Quarterly review meetings as a minimum with accounts manager
- Soft market testing as and when required
- Quarterly meetings with legal services
- Supplier engagement – market intelligence
- Transparency obligations are met – publishing opportunities and awards

D. Resources

- Access to a team of procurement specialists ensuring tenders are managed by individuals with relevant experience
- Procurement training
- Review of existing procurement information and processes
- Weekly drop-in sessions
- Due North support (an online procurement portal)
- Forward plan support

Implications

Corporate Plan: The Corporate Plan recognises the importance of a strong and professional procurement service to deliver savings and sustainability.

Legal:

Ashfield District Council and Nottingham City Council are local authorities for the purposes of the Local Government Act 1972 and best value authorities for the purposes of the Local Government Act 1999. Pursuant to the Local Authority (Goods and Services) Act 1970, Local Authorities may provide services for other public authorities. The proposed arrangement will be established pursuant to the 1970 Act.

Finance:

Budget Area	Implication
General Fund – Revenue Budget	There will be an increase in costs to the revenue Budget of £13,250 per year to be funded from the General Reserve in 2020/21 and incorporated into the refresh of the MTFs for future years.
General Fund – Capital Programme	None
Housing Revenue Account – Revenue Budget	None
Housing Revenue Account – Capital Programme	None

Risk:

Risk	Mitigation

Human Resources: There are no HR implications

Environmental/Sustainability: There are no Environmental/Sustainability implications

Equalities: There are no Equalities implications

Other Implications: None

Reason(s) for Urgency

Not applicable

Reason(s) for Exemption

Not applicable

Background Papers

(if applicable)

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Report To:	CABINET	Date:	30 JUNE 2020
Heading:	COMMUNITY ENGAGEMENT STRATEGY		
Portfolio Holder:	PORTFOLIO HOLDER HEALTH AND LEISURE, CLLR KIER BARSBY		
Ward/s:	ALL		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

The purpose of the report is to share the progress made on the draft Community Engagement Strategy and agree timescales for completion.

Recommendation(s)

Cabinet is recommended to approve:

- 1) Draft Community Engagement Strategy
- 2) Further consultation (internal and external) be undertaken to finalise the strategy and delegate the decision to finalise the strategy to the Portfolio Holder for Health and Leisure and Deputy Leader (INWARD FOCUS)
- 3) A toolkit for staff be developed, alongside a training module to ensure competency when implementing the strategy across the whole Council.

Reasons for Recommendation(s)

The Community Engagement Strategy is an outstanding action on the audit list and a priority within the Health and Happiness section of the Corporate Plan. It also has a fundamental role to play in ensuring we can demonstrate our values.

The recommendations will enable the Council to produce and implement an effective community engagement strategy in a timely fashion, ensuring that staff and key stakeholders are consulted and involved in its development, and that appropriate training is given so staff are able to maximise community engagement within their work, at an appropriate level to the task at hand.

Alternative Options Considered

To bring in an external consultant to complete the strategy – not taken forward due to financial cost to the council. **Not recommended.**

Detailed Information

A review of community engagement took place by Cabinet in January 2017. It was agreed that an independent review of community engagement methodologies, to include Member Surgeries and Area Committees should take place and to bring a report to a future Cabinet meeting setting out recommendations for revised engagement methods.

The newly developed Community Engagement Strategy has been to Scrutiny Panel A twice, Leadership and CLT. During discussion, members of each took part in a discussion and the principles that were agreed were that the focus of the community engagement review should shift more towards considering the Corporate Plan priority of *'Putting people at the heart of what we do'* and *'Being honest with people in an open and professional way'* to ensure that the Council communicates with residents and local communities in the best and most consistent way possible.

- **Purpose of the strategy**

The purpose of developing an engagement strategy is to be able to plan and deliver an appropriate community engagement process that will allow us to achieve our values of being people focussed, honest, ambitious and proud.

- **The process to monitor the use of the strategy across the Council**

In order to embed the principles of the Community Engagement Strategy, all those managing projects that directly impact on the residents of Ashfield will receive mandatory training that enables them to understand when and how to use community engagement in the delivery of their projects. This along with the impact of the community engagement will be monitored through Pentana.

- **Measures that will be put in place so that we are able to demonstrate its effectiveness**

The following three measures are recommended:

- % of staff trained in community engagement who deliver services directly impacting on residents
- Number of projects where the strategy has been utilised to help engage with the community at an appropriate level for the piece of work/service
- % of residents who agree that Ashfield District Council puts people at the heart of what we do
- Amount of social value that has been generated through community engagement activities

- **Tools to be used during implementation and use of the strategy**

The following tools will need to be developed:

- Training Module
- Project Management template to include community engagement
- Flow charts to help officers decide appropriate levels of community engagement
- Examples and scenarios of how and when to use the different types of community engagement (e.g. surveys, open questions, interview techniques, guide to set up focus groups, social value policy)

- **Next steps and timescales**

The timescales for the development and implementation of the Community Engagement strategy, training and toolkit are as follows:

- 01 July – 30 August 2020 Engagement with staff and stakeholders
- 01 July - 30 September 2020 Develop training and toolkit
- 01 October – 31 March 2021 Roll out training and use of strategy

Implications

Corporate Plan:

The development of the Community Engagement Strategy and toolkit are prioritised in the Corporate Plan under Health and Happiness.

Legal:

There are no legal issues associated with the recommendations contained in the report.

Finance:

Budget Area	Implication
General Fund – Revenue Budget	Not applicable
General Fund – Capital Programme	Not applicable
Housing Revenue Account – Revenue Budget	Not applicable
Housing Revenue Account – Capital Programme	Not applicable

Risk:

Risk	Mitigation
Community Engagement Strategy is not completed and implemented on time.	Clear timescales in place.

Human Resources: No implications for this report

Environmental/Sustainability

Projects focussed on environmental issues and sustainability will be able to use the community engagement strategy, which may lead to positive impacts.

Equalities:

The implementation and effective use of the strategy will ensure we better engage with residents, including those that can be more difficult to engage or don't have a history of engaging with the council.

Other Implications:

(if applicable)

Reason(s) for Urgency

(if applicable)

Reason(s) for Exemption

(if applicable)

Background Papers

Cabinet - Community Engagement review January 2017

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Community Engagement Strategy 2020 - 2023



Ashfield
DISTRICT COUNCIL

Ashfield District Council is committed to engaging with its communities in a meaningful way to help the Council achieve its core purpose as outlined in the corporate plan 2019 – 2023.

Our Purpose

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

The Council has clearly defined its values. The Community Engagement Strategy demonstrates our commitment to be people focussed, honest, proud and ambitious.

Our Values

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

People Focussed.

Putting people at the heart of what we do

Honest.

Being honest with people in an open and professional way

Proud.

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

Ambitious.

We are ambitious about Ashfield's future

Foreword

Ashfield District Council realise the importance of engaging with people who live in the District to understand how we can deliver our services better and have ambitions to continually look to find ways to improve. Recent examples of this include consultation around the new leisure development in Kirkby, asking local residents how they'd like to see their parks improve and asking for ideas and opinions for the Towns Fund.

As part of our on-going commitment to engage with Ashfield residents, we are developing this Community Engagement Strategy to set out how we will engage with residents. We will provide training across the organisation and a tool-kit to ensure staff are sufficiently equipped to engage with communities at the right time and in the right way.

We need to fully understand how the services we deliver impact on local residents, and what changes we can make to improve the contact local people have with the Council. Furthermore, we need to work together with residents, and where appropriate have shared ownership of projects and initiatives, so that we all reap the benefits of a more joined-up and coordinated approach.

We understand that to achieve long term health benefits and reduce the inequalities that exist across Ashfield, we need to engage with people, in their communities and on their terms. We recognise the solutions lie within local communities and can be achieved by working together.

We need to explore together the opportunities that Digital Transformation can bring, and how this could lead to new ways of communicating and collaborating, and improving Ashfield as a great place to live, work and play.

We have outlined the importance of creating greater social value in Ashfield, exploring how we increase the social, economic and environmental benefits that can be gained for every £1 we spend. We will use methods of community engagement to generate new ideas and innovations, ways of working and delivering services.

One of our four corporate values is 'People Focussed' and this strategy clearly shows our commitment to this value. People will be placed at the heart of everything we do, and we will endeavour to ensure that people's voices are heard as we deliver the purpose of the Council.

Purpose

The purpose of developing an engagement strategy is to be able to plan and deliver an appropriate community engagement process that will allow us to achieve our values of being people focussed, honest, ambitious and proud.

Aims of the strategy

The aims of the strategy are to:

- Develop stronger relationships with people in Ashfield District Council
- Collaborate more closely with the residents of Ashfield and create solutions to challenges we face together
- Increase the number of staff trained in community engagement who deliver services directly impacting on residents
- Increase the number of projects where community engagement has been utilised to help engage with the community at an appropriate level for the piece of work/service
- Increase the number of residents who agree that Ashfield District Council puts people first

What is Community Engagement?

Community engagement is a purposeful process which develops a working relationship between communities, community and voluntary organisations and public and private bodies to help to identify and act on community needs and ambitions. It involves respectful dialogue between everyone involved, aimed at improving understanding and taking joint action to achieve positive change.

Community engagement is a process which provides the foundation for:

- shared decision-making – where communities influence options and the decisions that are taken;
- shared action – where communities contribute to any action taken as a result of the engagement process; and
- support for community-led action – where communities are best placed to deal with the issues they experience and are supported to take the lead in providing a response.

Community engagement is underpinned by fairness and equality, and a commitment to learning and continuous improvement. Good quality community engagement is:

- Effective – in meeting the needs and expectations of the people involved;
- Efficient – by being well informed and well planned; and
- Fair – by giving people who may face additional barriers to getting involved an equal opportunity to participate.

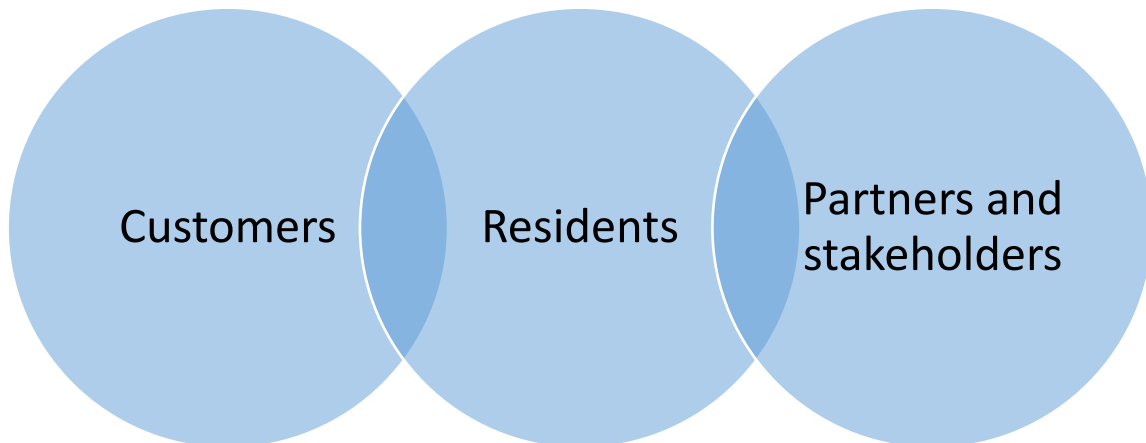
What are the benefits of effective community engagement?

Good community engagement is not an outcome in itself, but is intended to lead to better democratic participation, better services and better outcomes for communities.

The outcomes of good community engagement include the following:

- The way in which public services are planned, developed and delivered is influenced by, and responds to, community need.
- People who find it difficult to get involved (for example, because of language barriers, disability, poverty or discrimination) can help to influence the decisions that affect their lives.
- The various strengths and assets in communities and across public and private sector agencies are used effectively to deal with the issues communities face.
- New relationships are developed between communities and public sector bodies which build trust and make joint action possible.
- There is more influential community participation in:
 - community-based or community-led social and economic development activity;
 - the way public authorities design and deliver services; and
 - policy, strategy and planning processes

The audiences for this approach are:



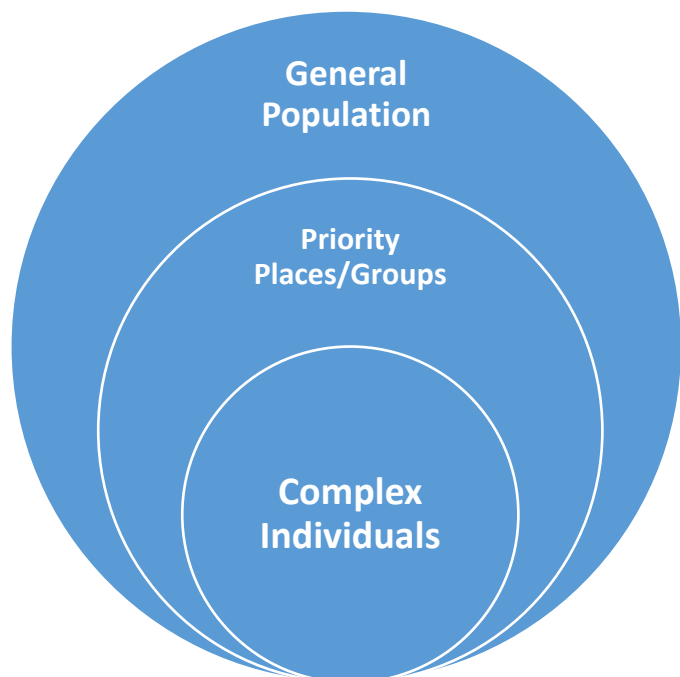
We will ensure we understand the audience we hope to engage, and will recognise that our approach will need to be flexible, dependant on how targeted we need to be to achieve the outcomes of the engagement.

General Population – the focus is on campaigns, messages and offers that are open to all.

Priority Neighbourhoods – these are the geographical areas identified as a priority due to a number of factors, including lower healthy life expectancy, high levels of smoking, obesity, poverty, deprivation and/or physical inactivity.

Priority Groups – these are groups of people who have been identified as a priority. For example, those living with dementia, poor mental health or are physically inactive.

Complex Individuals – These are the individuals who are in greatest need and are high service users, usually with a high number of complex issues requiring support.



It is not for:

Visitors (who don't live in Ashfield), Tenants (engaged through the housing strategy), Media (tool), Suppliers, (tool), Government, Staff including Councillors, Volunteers (engaged through the volunteering policy), Trade Unions.

Levels of Community Engagement

The Council recognises that there are different levels of community engagement, and careful consideration will be given to what is appropriate for each project/initiative/piece of work.

The table below summarises community engagement into five levels, and clarifies for each level the purpose, the benefit and what is involved.

Level 1 - 5	What?	Why?	How?
1. Informing	Provide information	To keep people informed	Brochures, websites, news releases, social media
2. Consulting	Obtain feedback to inform decision making Obtain feedback on proposals	To keep people informed, listen to their views and provide feedback on how their input influenced decision making.	Annual surveys, questionnaires, focus groups, interviews, surveys via social media/email/SMS mobile
3. Involving	Working directly with people to ensure that their issues, concerns and aspirations are understood and considered.	Engage with people to ensure that issues, concerns and aspirations are reflected in decision making. Provide feedback on how their input influenced decision making.	Public meetings, focus groups and forums, surgeries, network meetings
4. Collaborating	Working in partnership on all aspects of decision making including development of options and identifying preferred solutions.	To gain advice and innovation to find solutions from people, with the intention to incorporate contributions made to maximum extent.	Community needs analysis, focus groups, partnership groups, steering groups
5. Empowering	The final decisions are taken by the people engaged with.	To facilitate people taking responsibility for designing and delivering services/outcomes for themselves.	User led commissioning, direct service delivery, community asset transfer, skill development

Our Principles

We have developed a set of key principles which we will follow when undertaking community engagement activities.

We will avoid tokenism

The purpose of undertaking community engagement is to inform a project or initiative. We will enter into community consultation with an open mind, with a willingness to listen and understand. Decisions will not already have been taken on the matters we engage the community on.

We will be creative

Community engagement should be stimulating and enjoyable. We aim to engage with people's imaginations, and will use visual methods as well as surveys. Where appropriate we may use food and music as a way of encouraging people to take part and create great community spirit.

We will target

We will identify who is in our communities and make an extra effort to find and engage people from as many different parts of the community as we can – by age, ethnicity, and social grade. We will talk to people who will be affected or can benefit from our ideas.

We will reach out

We won't expect people to come to us. We will go to where people are, whether that is by knocking on people's doors or standing outside the pub on a Friday night. If we need to run an event, we will plan it carefully to make it accessible, thinking about the location, timing and format. Through digital transformation, we will think of new ways to reach people in Ashfield.

We will feed back

We will let the community know what they have told us. We will collect contact details if people want to be kept informed. We will let people know how their views have influenced a project/ initiative and how they can continue to have their say.

We will activate people

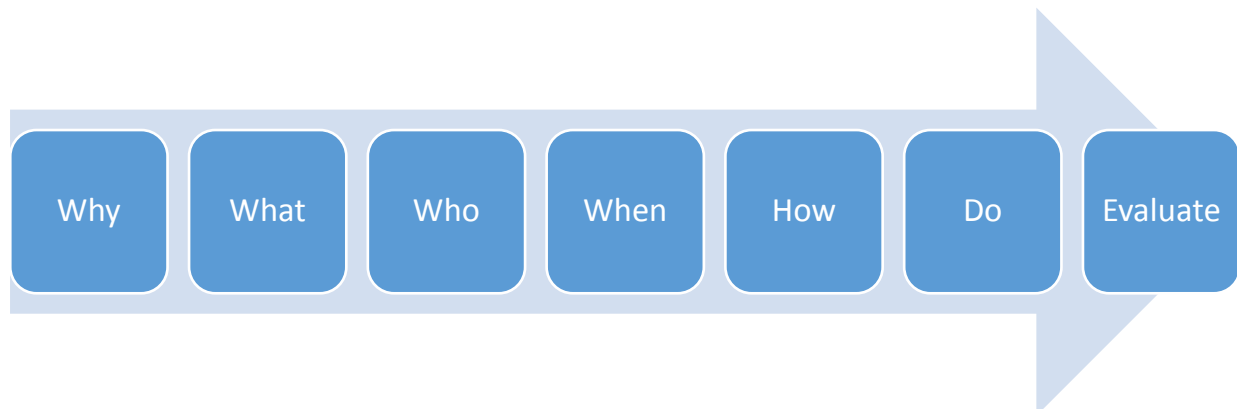
We will encourage people to get active in projects. If people are passionate and/or interested we will ask them to get involved. We will look for future leaders, fundraisers, volunteers, users and members of the project.

We will consider social value

We will consider how we can gain greater social, economic and environmental benefits from engaging with people and communities.

The Process

In order to ensure effective engagement we will follow the process below.



- Why: Why do we want to engage?
- What: What does the information we already have tell us?
- Who: Who is the target audience for this?
- When: When is the best time(s) within the project to engage?
- How: How will we engage? What methodology will we use and for what purpose? And for how long?
- Do: We will do the engagement, being mindful to communicate the answers to the above questions with our audience.
- Evaluate: We will evaluate the engagement we have undertaken and the benefits/learning from this. We will share the feedback and the actions taken/outcomes achieved with those we engaged with.

Throughout we will ensure we are inclusive, identifying and involving those residents, customers, partners and stakeholders that are affected by the focus of the engagement, and we will ensure we offer appropriate levels of support to ensure everyone affected can be involved.

We will develop a toolkit and training package to ensure all members of staff know when, how and at what level to engage with people and communities.

We will use the National Standards (2016 revision) to ensure our community engagement is inclusive and meets a consistent quality. These inform our approach for involving communities in all aspects of engagement.

Review of this Strategy

This strategy will be reviewed annually to understand the progress that has been made and what lessons have been learned. We will further embed good practice and put clear plans in place to improve on aspects that have not gone so well. We will measure the success of the strategy based on the outcomes that have been agreed.

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Report To:	CABINET	Date:	30th JUNE 2020
Heading:	LEISURE TRANSFORMATION PROGRAMME		
Portfolio Holder:	CLLR KIER BARSBY - PORTFOLIO HOLDER FOR HEALTH AND LEISURE		
Ward/s:	ALL		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

To update Cabinet on the Leisure Transformation Programme and to seek authorisation to proceed with the next steps:

1. To move forwards with the Kirkby Leisure Centre development.
2. To update Cabinet with the funding solution and progress with securing external funding.
3. To appropriate a small area of land within the Hucknall Leisure Centre site from the HRA.

Recommendation(s)

Cabinet is recommended to approve:

1. To recommend to Council, approval of a total budget of £15.5m and the funding basis for the development of a new Leisure Centre in Kirkby in Ashfield.
2. To approve the identified prudential borrowing required to support the development.
3. To note the progress with external funding applications for £3m
4. To declare that the Housing Revenue Account land at Hucknall Leisure Centre is not required for housing purposes and approve the appropriation of the land from the Housing Revenue Account to the General Fund at a value of £4,000.

Reasons for Recommendation(s)

1. The development phases of the Leisure Centre have previously been approved. However in line with previous reports and effective governance procedures further approval is required for Council to agree the total budget envelope for the Leisure Centre development at £15.5m of which £12.157m is to be funded through prudential borrowing.
2. The appropriation of land at Hucknall Leisure Centre is required so that the Leisure Operating Contract that is currently being tendered for a start in April 2021 can move forwards utilising Sport England standard approaches. The land needs to be appropriated from the Housing Revenue Account as it is currently designated for potential use for housing.

Alternative Options Considered

1. The Cabinet can decide not to recommend to Council approval of the required budget and funding mechanism for the Leisure Centre development – **Not Recommended**
2. Not appropriating the area of land – all of the land needs to be within the General Fund and appropriated for Recreation and Amenities in order for the project to progress. **Not Recommended**

Detailed Information

Leisure Centre Development Progress

Officers of the Council along with the appointed external professional team have been progressing with the design of Kirkby Leisure Centre.

The project has currently achieved completion of the Royal Institute of British Architects (RIBA) stage 3 of their Plan of Work 2015. When each stage completes, a full Cost Plan is developed to monitor progress and adherence to budgets. The RIBA 3 Cost Plan has identified a total budget of £15,500,000 for the works and on-costs. This Cost Plan has been reviewed and validated by the Council's finance officers.

RIBA 4 development is currently ongoing as well as the early stages of procuring a Main Works Contractor to complete the works.

Planning permission for the leisure centre was granted at Planning Committee on 17th June 2020.

Funding Proposal

The RIBA 3 Cost Plan has identified the necessary budget for the Leisure Centre as being £15,500,000. The Council has submitted an Expression of Interest to Sport England for funding support for £1,500,000 towards the project. The Local Enterprise Partnership (LEP) have been approached for £1,500,000. It is anticipated that a decision from both funding bodies will be achieved before contracts for the capital works are entered into which will be Autumn 2020. Finally, the Council has allocated £343,000 of Section 106 monies.

Council will be requested to approve that the remaining required funding of £12,157,000 be funded via prudential borrowing. The costs of the borrowing are expected to be fully offset by the reduced revenue costs of the Leisure Operating Contract which is currently being tendered. Current arrangements include a Management Fee which the Council pays to the operator, Everyone Active. The new tender arrangements expects a nil management fee position.

The Council's finance team have confirmed that should the nil management fee be achieved then the resultant revenue savings will be used to offset the prudential borrowing costs.

1.1 Land appropriation

The Hucknall Leisure Centre site is assigned to Recreation and Amenities (R&A) use (General Fund), except for a small area of land referenced as 394H which forms the vehicular entrance to the Leisure Centre. This is designated to Housing and Planning (HRA). The land needs to be appropriated to Recreation and Amenities with the value of the land paid to the Housing Revenue Account (HRA) to compensate for the loss. The land has been independently valued at £4,000.

Appendix 1 shows the area of land to be appropriated within deed packet 394H.

Implications

Corporate Plan:

Health and Happiness: Deliver the Leisure Transformation Programme, maximising the well-being benefits whilst reducing costs. Deliver a new leisure destination in Kirkby. Re-procure the leisure centre management contract.

Legal:

The construction of the Leisure Centre will be let on an NEC 4 form of contract.

All processes are to be in compliance with the Council's Contract Procedure Rules.

The Council is empowered to hold and acquire land and provide leisure and recreational facilities by virtue of:

- Section 120 Local Government Act 1972 - general power of acquisition whereby the Council may acquire land by agreement for any of its statutory functions or for the benefit, improvement or development of its area.
- Section 19 of the Local Government (Miscellaneous Provisions) Act 1972 whereby the Council may provide recreation facilities

Section 122 of the Local Government Act 1972 empowers a Local Authority to appropriate land for any purpose for which the Council is authorised by the 1972 Act (or any other enactment) to acquire land by agreement and which is surplus to the Council's requirements. Section 19(2) of the Housing Act 1985 makes an exception to this and local authorities should apply to the Secretary of State for consent if they wish to appropriate land which contains housing from Part II to any other purpose – consent is not required as the land to be appropriated does not contain Part II housing.

Finance:

Budget Area	Implication
General Fund – Revenue Budget	Subject to Council approval, Prudential Borrowing will be offset by the savings in management fee from the Leisure Operating Contract.
General Fund – Capital Programme	Subject to Council approval, all project costs are to be included within the overall budget of £15,500,000.
Housing Revenue Account – Revenue Budget	None
Housing Revenue Account – Capital Programme	£4,000 benefit from the appropriation of land.

Risk:

Risk	Mitigation
That the Tendered Sum for the capital works is above the allowance within the overall budget	<p>The design team has completed a series of soft market tests with contractors and supply chains whilst developing the RIBA 3 Cost Plan.</p> <p>Where applicable certain specialist areas of the works have already been tendered (wet leisure design) to further mitigate costs.</p>

That the Leisure Operating Contract doesn't deliver anticipated revenue savings	Council officers have been working closely with consultants to ensure and continually assess the leisure market in light of COVID-19. The new leisure operating contract is due to commence in April 2021.
That the funding from Sport England is not approved	Sport England have been part of the design development process. They have also supported the Planning Application.
That the funding from the LEP is not approved	The draft funding case has now been submitted and the LEP have been engaged with previously.

Human Resources:

None for this report

Environmental/Sustainability

The Leisure Centre has been designed above minimum standards in terms of environmental standards.

Equalities:

Not applicable.

Other Implications:

Not applicable.

Reason(s) for Urgency

Not applicable.

Reason(s) for Exemption

Not applicable.

Background Papers

Cabinet Report, 21st January 2019

Leisure Transformation Programme – Replacement Leisure Centre for Kirkby In Ashfield District

Cabinet Report, 15th May 2019

Leisure Transformation Programme – Appointment of professional team for the construction of Kirkby Leisure Centre and appointment of the leisure consultant for procurement support for the District's leisure operator contract.

Cabinet Report, 25th November 2019

Leisure Transformation – Procurement of the new Leisure Centre Operator Contract

Cabinet Report, 23rd May 2020

Leisure Transformation – Leasing of Leisure Centres to the new Operator and Appropriation of Land from the HRA Account

Report Author and Contact Officer

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Report To:	CABINET	Date:	30th June 2020
Heading:	TOWNS FUNDING		
Portfolio Holder:	CLLR MATTHEW RELF, PLACE, PLANNING AND REGENERATION		
Ward/s:	ALL KIRKBY AND SUTTON WARDS		
Key Decision:	YES		
Subject to Call-In:	YES		

Purpose of Report

To update Cabinet on the Future High Streets Fund bid for Sutton and the Towns Funding for Kirkby and Sutton and seek delegated authority for the submissions.

Recommendation(s)

1. To note progress on the Future High Streets (FHSF) bid for Sutton and the Towns Fund for Kirkby and Sutton.
2. To agree delegated authority to the Portfolio Holder for Place, Planning and Regeneration and the Director of Place and Communities to:
 - a) Commission consultancy work for the development of projects to be included within the Investment Plan, funded through the Towns Fund capacity funding.
 - b) Submit the full business case for the FHSF bid in July 2020 and the joint Towns Fund Investment Plan for Kirkby and Sutton during autumn 2020.

Reasons for Recommendation(s)

To ensure that submissions can be made to the FHSF and Towns Fund within the required timescales.

Alternative Options Considered

Not to agree submissions – this would mean that the business case for FHSF and the Towns Fund Investment Plan would not be submitted and the potential to access significant funding would be lost.

Detailed Information

Towns Fund update

Towns Fund provides an allocation for Sutton and Kirkby and the Council is tasked with working with partners to submit a business case to the Government. In view of the Covid 19 lockdown, it

was not possible to hold the large and open public consultation events which we had planned; these would have involved face to face meetings with community groups, public consultations via market stalls and meetings with businesses. Instead, the consultation strategy was necessarily changed to an entirely digital one. A Member and public web-based consultation closed on 31st May, with 847 responses for Sutton and 524 for Kirkby - c.4% response rate. Member workshops and a Discover Ashfield Board meeting took place in June to provide feedback from the consultation and to agree the capital projects to be included within the Investment Plan.

There have also been c.150 suggestions through Government's #MyTown campaign.

Partner engagement

Prior to the Covid-19 lockdown, a well-attended stakeholder event took place in February, followed by meetings with Nottingham Trent University, Inspire and the County Council's Local Transport Plan team. Other County Council responses/ project ideas were coordinated through the NCC economic development team.

The feedback from all of the consultation was reported to the Town Board – Discover Ashfield on 24th June.

Skills and Enterprise Infrastructure theme

Chimera Consulting were appointed to undertake work for this theme and are making good progress, liaising with partners including Nottingham Trent University (NTU), Mansfield & Ashfield 2020, Inspire, Nottinghamshire County Council and education providers. The work will provide an audit of the current provision for employment and skills development activity, clarification of local needs and issues, understanding employers' needs and testing emerging ideas.

Government guidance and support

The latest guidance was published in June which included a template for the investment plan and revised timeframes. Support is being provided through Department for Business, Energy & Industrial Strategy with an officer designated for Kirkby and Sutton. Low carbon/ clean growth is expected to be a focus for capital projects included within Investment Plans.

The Investment Plan will be prepared over the summer, informed by professional support to produce high-level costings and outputs for each of the projects.

Capacity funding

Commitments and spend for the project to date are detailed below.

Kirkby	Amount
Masterplan	£6,000
Consultation	£352
Specialist advisors for skills and enterprise	£7,150
Total	£13,502
Remaining (£162,019)	£148,517
Sutton	
Sherwood Observatory, 1 st stage HLF bid	£11,000
Consultation	£352
Specialist advisors for skills and enterprise	£7,150
Total	£18,502
Remaining (£162,019)	£143,517

Future High Streets Fund (FHSF) bid for Sutton

FHSF is a competitive bidding regime and ADC has been working with specialist advisors to develop a key list of projects. The specialist advisors for skills and enterprise have been developing the schemes for the sites in Sutton and have been working on the economic cases. A meeting was held with Leadership and Portfolio Holders in early June to discuss the latest proposals from the architects and information from the commercial consultants, with the following proposals agreed for each site:

Fox Street – Creation of public square – providing additional car parking and an area for pop-up food stalls. This will bring a vacant plot back into use, keeping the site available should adjacent sites become available for development in the future. The aspiration was to create a development for food and beverage at this site to provide an attraction at this end of the town. However given the existing challenges with this market in recent years and the effects of Covid-19 a lower risk option is required and this option allows ADC to test the local market for independent dining. The scheme will create a better animated site through a strong pedestrian link from Fox Street to the square, using high quality materials with tree planting and electric vehicle charging points.

Brook Street Council Offices – this proposal will provide ‘maker space’ at ground floor level – a workspace where people can share resources and knowledge, work on projects, develop skills as a hobby or to start their own business. There would be two floors of flats/ apartments above the maker space, providing high quality living accommodation.

Low Street – the Council would buy properties on Low Street, towards the Old Market Place which are currently vacant. The buildings would be restored and refurbished for commercial uses at ground floor and residential accommodation above. This would ensure that historically important buildings within the town are safeguarded as well as revitalising this area of the town.

Market Place new build – commercial use at ground floor and residential development to the rear and above. The building would face on to the Old Market Place at the south-east to enclose the market place and regenerate this area of the town.

Sutton Academy theatre and café/ bar – extension of the entrance area of the academy to provide a café/bar and refurbishment of the existing theatre. The facility would be open to the public at evenings and weekends, providing a varied programme of events including cinema screenings.

The sites were also included in the Towns Fund public consultation and there was generally a good level of support for all of the projects.

Implications

Corporate Plan:

The projects support the following key initiatives: Economic Growth and Place - Town Centres, 1. Re-invigorate and re-purpose town centres by bringing empty buildings back into use, enhancing our town teams and diversifying the town centre economy 2. Make the most of external funding to improve our town centres.

Legal:

There are no legal issues identified in the report.

Finance:

Budget Area	Implication
General Fund – Revenue Budget	The costs incurred in preparing bids will be met from the Capacity Funding provided by the Government for this purpose.
General Fund – Capital Programme	Not applicable
Housing Revenue Account – Revenue Budget	Not applicable
Housing Revenue Account – Capital Programme	Not applicable

Risk:

Risk	Mitigation
Failure to submit the bids within the required timeframe	The projects are being managed using Prince2 principles and the Council's performance system. The project programmes are being monitored through reports to the Corporate Leadership Team and Leadership and are on target.

Human Resources:

No issues identified.

Equalities:

No issues identified.

Other Implications:

No issues identified.

Reason(s) for Urgency

Not applicable.

Reason(s) for Exemption

Not applicable.

Background Papers

Not applicable.

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